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ABSTRACT

The Randolph-Sheppard Act of 1936 established the Randolph-Sheppard Vending Facility Program, more commonly known in most states as the Business Enterprise Program (BEP). The BEP is described as a program that provides persons with blindness with remunerative employment and self-support through the operation of vending facilities on federal property. A study interviewed 40 BEP directors to investigate the number of male and female facility managers and the reasons for the disproportionately low number of females. The study also sought to identify recruitment strategies to attract more females into the BEP. Results of the study found the percentage of females being referred to the program, being accepted into the program, completing the program, becoming licensed operators, and being assigned a facility is significantly lower than the percentage of males. The report recommends that State Licensing Agencies actively encourage female facility managers to serve on their Elected Committee of Blind Vendors, recruit both male and female minorities to participate in the BEP, examine their rules on placements to determine if females are at a disadvantage, actively market the program to create new facilities, consider implementing a policy of requiring vocational rehabilitation counselors to visit BEP facilities physically, and to conduct recruiting programs at residential schools for the blind. (Contains 61 references.) (CR)

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Inclusion of Women

in the Randolph-Sheppard Program

Angula Tucker
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INCLUSION OF WOMEN
IN THE
RANDOLPH-SHEPPARD PROGRAM

Angula G. Tucker, M.S.
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October, 1997

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Introduction

The Randolph-Sheppard Act of 1936 (20 U.S.C., Section 107, *et seq.*) established the Randolph-Sheppard Vending Facility Program (RSVP), more commonly known in most states as the Business Enterprise Program (BEP). The BEP provides persons who are blind with remunerative employment and self-support through their operation of vending facilities on federal property. Subsequent amendments to the Act in 1954 and 1974 strengthened the program, widened the scope of the types of facilities included in the program (vending machines, cafeterias, snack bars, "fast food" facilities, and gift/card shops), and extended economic opportunities to blind facility managers (also known as operators or vendors) (Moore & Tucker, 1994).

The BEP is unusual in that it is a combination of business enterprise, usually foodservice oriented, and a vocational rehabilitation (VR) program. BEP facilities operate in a partly competitive, partly subsidized market environment (Partos & Kirchner, 1986a). A facility manager is not an owner, but is licensed by a State Licensing Agency (SLA) (Weston & Spann, 1985) as mandated by federal regulations through the Rehabilitation Services Administration (RSA). Each SLA must supervise and manage each facility according to its own rules and regulations, the federal regulations, and the terms and conditions of the permit from the RSA (RSA, 1992).

Although most facilities are managed directly by the SLA, some SLAs (Georgia, Missouri, Virginia, Washington, DC, and West Virginia) enter into a written agreement with a nominee (a nonprofit agency) to furnish services to facilities. A nominee may give more flexibility and effectiveness in certain

instances, such as purchasing, use of temporary personnel, or replacement of equipment in an emergency, when strict state rules and regulations prohibit needed fast action. The nominee is responsible for the day-to-day operations of the program, whereas the SLA maintains all responsibility and control for the administration and operation of the BEP (Moore & Tucker, 1994). A comparison of nominee agencies found that nominees were able to repair, replace, and purchase equipment more quickly, were able to open cafeterias and other facilities more quickly, and received significantly fewer complaints than SLAs without nominees (Moore, Cavenaugh, Giesen, & Maxson, 1995).

The most recent annual report on the Randolph-Sheppard Program for FY 1994 (RSA, 1995) reflected that a total of 3,524 blind facility managers operated 3,419 vending facilities located on federal and other property. Though the report does not list facility managers by gender, recent surveys have reported the BEP as having a low percentage of female vending facility managers. Partos and Kirchner's (1986b) survey found that 29% of facility manager trainees were female. Tedder and Maxson (1989) found that 24% of all facility managers were female. Women comprised 28% of all snack bar facility managers, 16% of all cafeteria managers, and 10% of all vending route managers (Tedder & Maxson). The overall percentage of female managers was consistent in the states included in the Tedder and Maxson survey sample and similar to the percentage reported in Partos and Kirchner (1986b), suggesting the number of female facility managers is low compared to male managers.

Reasons for the scarcity of female vending facility managers have not been determined. Although procedures and administrative rules vary from

state to state, most states have a similar process in filling manager openings: (a) potential trainees are referred by a VR counselor; (b) potential trainees go through an evaluation and selection process to determine if they are qualified to enter training; (c) trainees go through a training process; (d) trainees who successfully complete the training period become licensed; (e) licensees are notified of new positions or vacancies in facilities for which they apply; and (f) hopefully, licensees are selected to operate a facility (Moore & Tucker, 1994). In some states, a trainee may not become licensed until they have successfully operated a facility for some specified period of time (e.g., 6 months). Another possible relevant factor is that the Elected Committee of Blind Vendors for a state has varying degrees of participation in the selection of managers for a given facility. Based on the experiences of these authors, most Elected Committee members are male, which may suggest a possible predisposition for the selection of males in vacant facility positions.

The purpose of this study was to determine the differences between male and female facility managers throughout the United States, to determine reasons for the low disproportionate number, and to identify recruitment strategies to attract more females into the BEP.

Review of Literature

Much of the research related to rehabilitation of women who are physically disabled has been on physical disabilities as a whole, rather than specific disabilities such as blindness. Similarly, little research has been conducted on placement of blind persons in competitive employment in general, the category in which facility operators are included in some research (Giesen et al., 1985), and of facility managers in the BEP in particular. Even less research has been undertaken in areas related to the placement of women who are blind in competitive employment and the BEP facility. This review of literature synthesizes research and theory on discrimination against women, persons with disabilities, women with disabilities, and women who are blind; the status of women who are physically disabled and/or blind in the VR system; employment of women who are disabled and/or blind; and employment of women working in the foodservice industry in general and the BEP in particular.

Discrimination Against Women and Persons who are Disabled

Women who are physically disabled are members of at least two groups with minority status in the United States--women and persons with disabilities. A 1991-1992 Bureau of Census survey (McNeil, 1996) identified disabled persons as persons functionally impaired in daily living or being a nonaged beneficiary of Medicare or the Supplemental Security Income (SSI) program. The survey found that 48.9 million persons (24.9%) of 195.7 million persons in the U.S. over 15 years of age had a disability, with 24.1 million persons having a

severe disability. The numbers of people with disabilities increase steadily as the population increases and ages, especially among women (McNeil).

Being a woman and being disabled brings discrimination from American society in general. But being members of both groups often bring a heavier burden to women who are disabled.

Discrimination Against Women

Until recently, women have been seen as second-class citizens, receiving fewer rights and fewer social, economic, and career opportunities. Underlying this is the devaluation of women solely because of gender (Danek, 1992). Although some aspects of gender discrimination have improved, there is an ongoing need for providing women more social, educational, and employment opportunities. Only a small percentage of women are employed in the upper echelons of business, government, and educational institutions.

Discrimination Against Persons with Disabilities

In many ways, the situation of persons with disabilities parallels that of women. "They are frequently objectified, devalued, patronized, and marginalized" (Danek, 1992, p. 9). Saxton and Howe (1987) discuss the many parallels between the oppression of women and people with disabilities. Others in society view both groups as dependent, child-like, and passive; minimize their skills; and undervalue their contributions to society.

Discrimination Against Women With Disabilities

Although men who are disabled have to fight the stigmatized view of the disabled by the nondisabled, "women with disabilities are perceived as unable to fulfill either the economically productive roles traditionally considered appropriate for males, or nurturant, reproductive roles reserved for females" (Fine & Asch, 1981, pp. 233-234). Hanna and Rogovsky's (1993) surveys comparing women and men who are disabled found that women are viewed much more negatively than men (passive and socially isolated; sick and feeble; childless and sexless), leading them to believe that disabled women are much more stigmatized than disabled men--even more than discrimination against women or the disabled would lead one to predict.

Deegan (1981) says women who are disabled, along with others who are members of more than one minority group, are a "multiple minority group." A multiple minority group is defined as "any group of people who are singled out from the others in the society in which they live for differential and unequal treatment because they are defined as members of more than one minority group, and who therefore regard themselves as objects of this combination of collective discriminations" (p. 276). Deegan adds that interaction effects occur in addition to any discrimination a single minority group may receive in two ways: (a) The differential and unequal treatment is much more severely limiting for a multiple minority group than a single minority group, and (b) groups of people discriminating against the multiple minority group include members of the "majority" and members of single minority groups. As larger minorities

become fragmentized because members belong to another minority, these subgroups of multiple minorities become smaller, resulting in more discrimination. Similar to the ethnic minority woman, the disabled woman has a double disadvantage compared to disabled men and nondisabled women because she fares worse economically, socially, and psychologically. A woman's disability tends to define or dominate her life more than being female or being a racial ethnic minority, mainly because that is the way the nondisabled world labels her (Fine & Asch, 1981; Harrison, 1977).

Hanna and Rogovsky (1993) found that almost 20 million American women with visual, hearing, mobility, and other physical impairments were virtually ignored by policy makers and scholars until the 1980s, and after research, have concluded that women who are disabled have two handicaps plus. They have the distinction of being women (a handicap in society), being disabled (another handicap in society), *plus* being women with disabilities. This results in "special consequences of the intersection of being female and disabled" (Hanna & Rogovsky, p. 109). They are subjected to double discrimination *plus*. Disabled women, as a group, are at a distinct economic, social, and psychological disadvantage compared to disabled men and nondisabled women (Fine and Asch, 1981; Vash, 1982). Being a *woman* and being *disabled*, was doubly stigmatizing (Britt, 1988).

Hanna and Rogovsky (1993) suggested three elements that may cause this double discrimination plus or multiple minority group status against women who are disabled: social inappropriateness of the disability's cause, impaired nurturance, and despoiled beauty. Nondisabled people tend to view disabled

women as less likely than disabled men to have become disabled through a less socially appropriate means, such as illness or careless accidents rather than war, job, or sports injuries. In American society, even with the high number of women working, women are expected to be social caretakers or nurturers, especially within the home. According to Hanna and Rogovsky's (1993) review of literature, nondisabled persons view disabled women as unable to be a mother, wife, or sexual partner, that is unable to provide the nurturing roles that women in America are expected to provide. The element of despoiled beauty includes the concepts of physical attractiveness, self-image, and self-concept. The ideal of physical beauty that all American women are expected to meet (both nondisabled and disabled) is extremely high; unfortunately, "unattractiveness and disability are equated in the minds of some observers as well as some women with a disability" (p. 115). Being treated as unattractive and feeling unattractive leads to poor self-image and self-concept; a person with a poor self-esteem resulting from one's poor self-image and self-concept may be less involved in society in general. These three elements of perceived social inappropriateness of the disability's cause, impaired nurturance, and despoiled beauty by society can affect a disabled woman's socioeconomic participation in social relations, education, and the labor force.

Discrimination Against Women who are Blind

Asch and Sacks (1983), in their review of autobiographies of persons who are blind, found that almost all were discriminated against in many ways and in many places. Overall, men tried to escape the blind world and fought against

discrimination in the sighted world, whereas women quite often worked in the rehabilitation field with other blind persons and rarely fought to change the way blind persons are treated in the sighted world. Koestler's (1983) work with blind women led her to state that visually impaired women are usually brought up from birth by overprotective parents to be passive, sheltered, and dependent on others. These traits are later reinforced by teachers, guidance counselors, rehabilitation workers, and their own self-images. They tend to leave the decision-making to others and find themselves at the mercy of their own and others' stereotypical attitudes.

In a study conducted for National Industries for the Blind (NIB), Moore, Crudden, and Giesen (1994) interviewed 502 legally blind adults employed in NIB-associated agencies. They reported that "a total of 37% of the workers stated that they had experienced discrimination due to blindness in getting hired or in keeping a job" (p. 25).

Status of Physically Disabled Women in the Rehabilitation System

In general, people have the same stereotypes about gender, whether nondisabled or disabled: women have less strength and endurance, are better helpers and verbalizers, and express fears and need reassurance more often; men are more aggressive, impulsive, and physically active and less expressive of emotions. These prejudices exist among both disabled and nondisabled populations. In many cases, these stereotypes are unsubstantiated, leading to prejudicial attitudes in people which manifest themselves in policies of private

and governmental institutions. Menz and Gilbert (1987) state that disabled women are one such group where "decision-making and planning based upon such policies then too become systematically gender biased, reflecting common perceptions of the attributes of a group of persons . . ., rather than the actual attributes of the individual . . . ." (p. 137). Systematic gender bias limits options and results in employment and economic discrimination and occupational segregation.

Gender bias of rehabilitation counselors toward clients is one of the most important counselor characteristics that can affect client placement. Counselors first see clients to give vocational evaluations. Menz and Gilbert (1987, p. 136) state that gender bias of rehabilitation counselors may affect an individual's rehabilitation at one or more points in the vocational evaluation process. First, they determine whether a person is eligible for VR services. If a person is accepted, the counselor's evaluation recommendations influence the direction in which an individual's training will go, that is, certain areas of training may not be recommended. Third, information from the evaluation determines specific treatment plans for work adjustment and types of basic educational and social skills taught. Lastly, counselor recommendations help identify initial job possibilities and guide immediate and long-term placement of the individual. If counselors are systematically gender-biased in their vocational evaluations, "the process of rehabilitation may be systematically impaired and the opportunities and potential employment satisfaction of significant segments of its service populations will be systematically restricted" (p. 137).

Atkins (1982) suggests that public VR services should become aware of the needs and characteristics of disabled females, but should also examine and possibly change its personnel, counseling process, and education programs to learn what can be accomplished to best meet the needs of women who are disabled because ". . . the majority of disabled women represent the lowest of wage earners . . . ." (p. 208).

Women who are Blind in the Vocational Rehabilitation System

Koestler (1983), who worked with women who are blind, believed the "'blindness system' is not adequately geared to embrace the wider world of employment" (p. 276) and that VR counselors have narrow concepts of what visually impaired persons can do, especially in professional or managerial jobs and, thus, attempt to place them in low-risk, low-pay jobs.

In terms of visually impaired women, Fine and Asch (1981) conjecture that reasons a blind person succeeds often depend upon their becoming independent and having traits typical of the "ideal male." The "ideal male" traits differ greatly from the "ideal female" or "adjusted" disabled person, so rehabilitation counselors may see visually impaired women as less feminine and unadjusted (Fine & Asch, 1981; Gliedman & Roth, 1980); from this stereotypical perception, counselors may recommend gender-biased vocational training and placement (Corn, Muscella, Cannon, & Shepler, 1985).

Women's Access to Vocational Rehabilitation Services

Holcomb (1984) noted that disabled women using VR services were given the same message that nondisabled women get about the importance of finding a husband; were usually trained for lower paying jobs; and were trained differently from males. Perlman (1982) stated that those who were female, an ethnic minority, and aged 50 or above are the first screened out of service delivery systems.

Very little research exists on women's access to state rehabilitation services (Danek, 1992). Thurer (1982) found that referral rates for women (47%) were slightly lower than referral rates for men. Harrison and Wayne (1986a, 1986b, 1986c) found that fewer females applied for rehabilitation services, but a higher proportion were accepted into programs. Harrison and Wayne (1986a, 1986c) found that females were usually referred to the rehabilitation system by *Other Individuals* or *Self*, whereas men were usually referred to the system by *Public Organizations*, implying that various private and governmental institutions may favor males in the referral process.

Menz et al. (1987) made gender-based comparisons between 1972 and 1984 to determine access to state rehabilitation agency programs in Region V. No differences were found in acceptance rates for men and women with disabilities into agency programs during this period of time; however, women between the ages of 16 and 24 years were under-represented in the system.

Placement of Disabled Women in Competitive Employment or Training

Although no research has been conducted on how many women who are blind are accepted into rehabilitation, then specifically referred to the Business Enterprise Program, research on females accepted for rehabilitation, then referred into competitive employment has been done (Giesen et al., 1985). Rusch (1986) defines competitive employment as "work that produces valued goods or services at a minimum wage or more, and in a setting that includes nonhandicapped workers and provides opportunities for advancement." (p. 5).

Thurer (1982) found that only 1 in 15 men are rehabilitated in a nonwage earning capacity as compared to 1 in 3 women; and successfully rehabilitated women make much less than rehabilitated men. Menz et al. (1987), in their Region V study, found that women were more likely to be successfully rehabilitated than men; but a disproportionate percentage of the success rate included women who were homemakers or unpaid family workers and who were less likely to be competitively employed. Successfully rehabilitated women earned less than successfully rehabilitated men and had greater reliance on public assistance after their cases were closed. Menz and Gilbert (1987) found in controlled, simulated conditions that vocational evaluators have a systematic gender bias which vocationally restricted men and women who are disabled. Sometimes this enabled clients to be gainfully employed more quickly, but women typically "are less apt to achieve comparable economic benefits for work" (p. 141).

Danek and Lawrence (1985) reported similar inequities in rehabilitation outcomes for women participating in state rehabilitation programs. Male clients

were closed most often in professional, technical, and managerial jobs; whereas women clients were closed in clerical and sales positions, or as homemakers. Most importantly, they found that half of the cases closed as homemakers originally had some other employment objectives. Danek (1992) surmises that "something occurred in the interaction of these women with the 'system' which served to modify the original vocational objective (e.g., competitive employment) into a nonvocational one" (p. 10). Cottone and Cottone (1992) argue that VR systems that place women into these categories without treating them as a unique group and training them as a unique group to become competitively employed is contributing to the feminization of poverty.

The differences probably occur for several reasons. Similar to nondisabled women, disabled women are restricted from some employment opportunities because of gender stereotyping (Corn et al., 1985). Another reason is that VR services were originally created for men returning from war, and little effort has been made to create opportunities for women who are disabled. Also, VR agencies historically have had few women in powerful positions to effect change in programs. Vocational rehabilitation agencies and society in general do not present women who are disabled as functioning and successfully employed professionals (Lesh & Marshall, 1984; Thurer, 1982).

Placement of Blind or Visually Impaired Persons in Competitive Employment or Training

Kirchner and Peterson (1982) divided closures for blind or visually impaired persons into three successful outcome groups of competitive

employment, sheltered workshop, and homemaker. Competitive employment of persons who are blind is important to decrease underemployment and unemployment problems and is the goal of most state rehabilitation agencies. Competitive employment "generally refers to employment within sighted industry" and involves visually impaired persons "working at the same productivity level as the sighted workers" (Graves, Lyon, Marmion, & Boyet, 1986).

Kirchner and Peterson (1982) found that fewer blind and visually impaired VR clients (57%) became competitively employed compared to all rehabilitated VR clients (81%). A larger percentage (40%) of blind and visually impaired VR outcomes were homemaker or unpaid family worker as compared to 14% among all rehabilitated VR clients.

Hill (1989) analyzed FY 1982 R-300 data from the Rehabilitation Services Administration (RSA) of VR clients whose major disabling condition was reported to be blindness or visual impairment. In 1982, this included 8,032 men and 10,362 women. Almost half (48.6%) were placed in competitive employment, with 65.3% of all rehabilitated visually impaired men and 35.7% of rehabilitated visually impaired women competitively employed at closure. About 3 times as many women as men were closed as homemakers. Rehabilitated women were, on average, 9 years older than men; were more likely to have a secondary disabling condition; had less college, vocational, and on-the-job training than men; and received fewer services than men. Older persons were more likely to be closed as homemakers, whereas single persons were less likely to be closed as homemakers. Only 5.3% were closed as self-

employed. Of the total persons closed, 3.3% of women were self-employed, whereas 7.9% of men were self-employed. The higher the education, the more likely a person was to be self-employed or competitively employed. BEP facility managers make up a very small percentage (5.9%) of those competitively employed (Giesen et al., 1985).

Visually impaired men and women face greater discrimination from potential employers than other disabled persons because their disabilities are usually more obvious (Johnson & Lambrinos, 1985). Employers tend to think persons who are blind or visually impaired are also intellectually impaired and cannot do worker tasks totally unrelated to one's ability to see; they have no awareness of what it takes to accommodate visually impaired persons (Dixon, 1983). Potential employer bias is illustrated by the Fuqua, Rathbun, and Gade (1983) study of employer attitudes toward eight types of disabled workers--those with blindness, cerebral palsy, paraplegia, emotional problems, epilepsy, amputation, deafness, and mental retardation. Employers expressed more concerns at hiring persons who are blind or mentally retarded. The major concerns in hiring blind persons included productivity, accident rate, worker's compensation rates, and modifications in the workplace.

Employment of Women in the United States

Women in the United States have historically had fewer career opportunities, been relegated to lower paying jobs, and been paid less than men in the same occupation. More women are in the job market in the 1990s than at any other time in history. Unfortunately, the number of occupations for which

entry is limited based on gender has changed very little over the years. Women are also segregated by occupation in many industries/businesses to help control costs, essentially limiting women's entry into many occupations and discriminating against them economically. Although a large gender gap in salaries still exists, it has decreased greatly in the last 15 years (Menz & Gilbert, 1987; Sorenson, 1991).

Employment of Women who are Disabled

The U.S. Census Bureau (McNeil, 1996) found that women with disabilities had a lower rate of labor force participation than men with disabilities. The employment rate for males was 88.8% for those with no disability, 83.9% for those with a disability that was not severe, and 23.9% for those with a severe disability. The employment rate for women without disabilities was 72.6%, 67.3% for those with a disability that was not severe, and 22.7% for those with a severe disability. Only 13% of women with disabilities had full-time employment. A strong negative association was seen between education and disability and between earnings and disability status; low earnings may be a result of less formal education among persons with disabilities. Among persons 35 to 54 years of age, persons with no disability had mean monthly earnings of $2,446, those with a disability that was not severe had earnings of $2,006, and those with a severe disability had earnings of $1,562 (McNeil, 1996). Women with disabilities on the average earn $3,100 less than women without disabilities; $8,200 less than men with disabilities; and $14,200 less than men without disabilities (Baldwin, 1991). Intermittent work

is likely a factor in reduced earnings of women in general and probably in the even greater reduction in salaries of women with disabilities (Danek, 1992; Sorenson, 1991).

Employment of Women who are Blind

As is the case with other physically disabled women, visually impaired women have much higher percentages of underemployment and unemployment than do sighted women or visually impaired men. According to a 1991-1992 Bureau of Census survey (McNeil, 1996), employment of persons who have difficulty seeing words and letters is 2.3 million of a total of 9.7 million (23.7%), including 1.2 million males of a total of 4 million (30%) and 1.1 million females of a total of 5.7 million (19.5%). Employment of those unable to see words and letters is .2 million of a total of 1.6 million (12.5%), including .09 million of a total of .6 million (11.7%) males and .07 million of 1.1 million (6.4%) females. Unemployment of visually impaired women lead to their living at the poverty level (33%) much more often than nondisabled men (7%) and women (10%) and visually impaired men (19%) (Kirchner & Peterson, 1981).

Part of the reason why visually impaired women have a higher percentage of unemployment and of living at the poverty level may be their own perceptions of barriers they have to employment. Corn et al. (1985) looked at perceptions of visually impaired women as they compared themselves and nondisabled women to men in 10 employment areas. Visually impaired women felt women in general (as compared to men) faced a greater barrier than visually impaired women in only one area: the issue of equal pay for equal work.

In nine other areas, visually impaired women perceived themselves as facing greater barriers than women in general (as compared to men). These included the following: counselor attitudes toward level of women's skill; women's lack of belief in their own skills; employer's attitudes toward women's potential for advancement; women's greater need for safety considerations in accepting positions; women's lack of education about the world of work (networking, organizational structures); women's lack of knowledge about their legal rights; women's limited work experiences which in turn limit their choices of available positions; less academic and career preparation for women in high schools; and women's lack of ability to compete for "traditionally male" positions (p. 459). Hutto's (1993) qualitative study of successfully employed, legally blind women who graduated from college found that they typically had nontraditional jobs; were not clients of a rehabilitation system; were encouraged by their parents to do things for themselves, but not to be afraid to ask someone for help if they needed it; and were taught by their parents how not to act blind, but as sighted people act, to fit in.

In their qualitative review of 40 years' of autobiographies of persons who are blind, Asch and Sacks (1983) found that all were concerned with competence and independence in their chosen areas of work and had problems getting a first-class education and employment in their chosen fields. Men and most women demonstrated their competence through traveling, physical activity, and professional employment; however, the difference between men and women were that the men aspired to and eventually attained high-status or business careers, such as lawyers, doctors, college professors, entertainers,

salesmen, athletes, or writers; whereas women earned a living or gave their free time to work involving people who are blind. (Only one did not.)

Kirchner, McBroom, Nelson, and Graves (1992) investigated the lifestyles of employed legally blind persons and substantiated the concept of visually impaired women having a dual minority status that influences their social and economic status. Kirchner et al. (1992) found that 36% of legally blind women surveyed reported having a high school or less education compared to 28% of the legally blind men, 25% of the sighted women, and 13% of the sighted men; legally blind women are least likely to pursue college studies in prestigious stereotypically male areas of physical sciences, business, law, and mathematics, at a rate of 16% of the legally blind women surveyed, 27% of the sighted women, 51% of legally blind men, and 61% of the sighted men; and finally, 70% of the legally blind women who pursued a male or gender-neutral college major were currently employed in a stereotypically female occupation. Forty percent of legally blind women, regardless of their educational background, were mainly employed in clerical occupations, compared to 25% of sighted women surveyed, 12% of legally blind men, and 5% of the sighted men.

Legally blind women have considerably smaller monthly household incomes than legally blind men and sighted men and women. Legally blind women's (married and single combined) average monthly household income was $1,657, which was $454 lower than the average monthly household income of sighted women, $605 less than legally blind men, and $826 less than sighted men. Single legally blind women's monthly household income average ranged

from $79 to $333 less than the other three single respondents' groups, whereas married legally blind women's monthly household income average ranged from $439 to $665 less than the other three married respondents' groups (Kirchner et al., 1992).

Packer's (1983) research suggested that VR counselors selected stereotypical outcomes for hypothetical visually impaired clients according to the client's gender, leading counselors to suggest lower paying, lower skilled, and often less interesting jobs to blind or visually impaired women.

Women Employed in the Foodservice Industry

Although the BEP contains gift and card shops (Moore & Tucker, 1994), the majority of businesses are snack bars, cafeterias, and vending operations, which are foodservice operations. BEP facility managers manage, operate, and are sometimes the only employees in their facilities.

The Bureau of Labor Statistics (as cited in Miller, 1991) projected that service-producing employment will constitute about 80% of all wage and salary jobs by the year 2000. Food counter and related workers, including those operating vending facilities, are expected to increase by almost 30% from 1986 to 2000 from about 1.5 million to 2 million, with a 2.1% job growth.

A survey of managers, including commercial and institutional foodservice directors, restaurant and fast food managers, chain managers, and executive managers in the public foodservice industry in 1993, found that 65% of those employed were male, and 35% were female (Cheney, 1993). The overall average base salary was $41,000, with the last raise being 4.5%. A major

disparity in income is still obvious: Men earned an average of $45,200 a year, whereas women earned an average of $33,000 per year. The average raise for men in 1993 was 4.8%, compared to 3.7% for women.

Another survey of hospitality management graduates (who worked in hotels, commercial foodservice, contract foodservice, clubs, and affiliated industries of consulting, accounting, and supplying) reported similar earnings (Woods & Kavanaugh, 1994): $42,300 for men, and $35,900 for women. They also found that 20% of the 260 men reported annual salaries of over $55,000, whereas only 1% of 373 women reported this salary. The mean of the group was around $38,500. Using the midrange from $35,000 to $39,999, 43% of the men make below the midrange, whereas 60% of women have salaries below the midrange. Forty-three percent of men fell above the midrange, whereas 20% of women had salaries above it. The middle range for women was actually $30,000 to $34,999.

The survey also asked questions about the respondents' perceptions of sexual discrimination (Woods & Kavanaugh, 1994). Eighty percent of men and 90% of women believed sexual discrimination occurred frequently. The areas that women felt they were discriminated against included promotion (40%), salary (38%), and selection (22%). Instances where men felt women were discriminated against included promotion (16%), salary (25%), selection (27%), responsibility (21%), and other with no specification (12%).

Interestingly, 23 of the respondents in the Woods and Kavanaugh study (1994) no longer worked in the industry. All but one were women, most of whom wrote notes on their questionnaires telling why they quit. Many cases

involved gender discrimination or sexual harassment. Knutson (1989) and Pavesic and Brymer (1989) found similar results. Knutson (1989) discovered that one third of hospitality management graduates left the industry within 5 years of graduation and the majority were female managers. Pavesic and Brymer found that 28% of graduates left the industry in 5 years, 55% of whom were women.

Since 1970, the proportion of women-owned businesses has increased from 5% to over 30% of the nation's 16.5 million non-farm sale proprietorships (*The State of Small Business*, 1994). Thirty percent of all small companies are women-owned businesses . In retail (*the classification of most foodservice enterprises and restaurants*), 36.5% of business are women-owned (*The State of Small Business, 1994*).

More specifically, the 1992 Economic Census (U.S. Department of Commerce, 1996) found that 128,441 women owned retail "eating and drinking places", more than any other retail business/industry except miscellaneous retail trade (737,475). Barnes-Bryant (1994) also found that 25% of all McDonald's franchises are owned by women.

Employment of Women in the Business Enterprise Program

A small quantity of research has been done to determine the number of female BEP facility managers. Partos and Kirchner (1986b) derived data from the RSA's FY 1981 R-300 forms filled out by counselors in all states upon closing a client's case. The 254 persons referred for training as facility operators (vendors) comprised 7% of the 3,420 operators working that year.

There is no way to determine if these trainees became operators, except indirectly from other indications. Partos and Kirchner (1986b) assumed that 58% of all trainees were placed in the year. With that limitation, they found that only 29% of those referred for facility manager training were female. The percentage was low compared to closures overall in agencies. The total percentage of women closed was 57%. The difference in these percentages is probably due to the large number of women closed as homemakers (Giesen & McBroom, 1986; Partos & Kirchner, 1986b).

Tedder and Maxson (1989) cross-sectionally surveyed all of the facility operators of five states representing rural and urban populations, and separately administered versus combined agencies (approximately 6% of the facility managers in the nation) for selected characteristics. They found that 24% of all facility managers were female. In the various types of facilities, 28% of all snack bar managers were female, 16% of all cafeteria managers were female, and 10% of all vending route managers were female. The visual status of those surveyed indicated that 19% described themselves as totally blind, 68% as legally blind with useful vision, and 13% as visually impaired (though they were technically legally blind) (Tedder & Maxson).

The difference in the two studies mentioned above is that Tedder and Maxson's (1989) study was a cross-sectional survey of the current number of facility managers obtained from BEP directors, and Partos and Kirchner's (1986b) study was of total population, *ex post facto* data from RSA R-300 forms of facility managers referred to the BEP training program. One really does not know if all the persons referred for training actually became facility managers

and one would suspect that more were referred for training than actually became licensed facility managers. However, the overall proportions of female managers were similar, suggesting that (a) the number of female facility managers is low compared to male managers and (b) the number of females closed in VR agencies and referred for BEP training is low.

Hypotheses and Research Questions

The following themes emerged from the review of literature.

1. Women in general are discriminated against in American society, including women who are disabled and blind.
2. The percentage of disabled and nondisabled women who are employed is lower than the percentage of men employed in all positions. Women's income is also significantly lower than men's income.
3. The percentage of women employed in managerial positions in the foodservice industry and in the BEP is much lower than the percentage of men employed in such settings.
4. The percentage of women referred for BEP training is much lower than the percentage of men referred for BEP training.

The purpose of this study was to determine percentages of female and male facility operators overall and by state and region in relation to such variables as type of facility, national origin, and stages of training; to investigate reasons for discrepancies in the low, disproportionate numbers of female facility

managers found in the BEP; and to identify recruitment strategies for attracting more female trainees into the program.

Based on the review of literature, the following hypotheses were posed.

1. The percentage of female facility managers will be significantly smaller than the percentage of male facility managers who administer a Randolph-Sheppard Program Facility.
2. The percentage of White facility managers in the BEP will be significantly larger than the percentages of facility managers in all other ethnic groups, including American Indian, Asian, Black, and/or Hispanic ethnic groups.
3. The percentage of legally blind (with some usable vision) facility managers will be significantly larger than the percentage of totally blind (no functional vision) facility managers in the BEP.

The following research questions were also posed.

1. What is the percentage of female BEP facility managers nationally?
2. In which states are women most and least represented?
3. What are the percentages of BEP facility managers by gender and national origin?
4. What percentages of BEP facilities, by type of facility (e.g., snack bar, cafeteria, vending machine, highway facility, or other), are operated by female and male managers?

5. How do the percentages of female and male facility managers differ in various stages of training (from referral to assignment to their first vending facility)?
6. What percentage of facility managers employ spouses in their facilities?
7. What are the percentages by gender on the Elected Committee of Blind Vendors?
8. Are there gender differences in the percentages of BEP facility managers in states that have nominee agencies?
9. Are there policy and procedural difficulties that may be identified as barriers to successful inclusion of women as BEP facility managers?

Methodology

To answer the preceding hypotheses and research questions, two surveys were conducted. The first survey was mailed to BEP directors in the 49 states with BEPs and the District of Columbia. The second was a phone survey of Elected Committee of Blind Vendor members in the five states with the most and the five states with the fewest numbers of female facility operators.

BEP Director Survey

The *Inclusion of Women in the Randolph-Sheppard Program - BEP Director Survey* (*BEP-D Survey*) (Appendix A) was developed by a panel of four persons who have experience working in or with the BEP in several states and/or have performed research on the BEP.

One type of question contained in the *BEP-D Survey* related to gender differences in demographics, referral, and training of facility operators, and membership on the Elected Committee of Blind Vendors. Directors' perceptions of drop-out rates among women and the upward mobility of women were also explored, along with procedural questions regarding the BEP, including questions dealing with such issues as backlog of referrals to the BEP, lack of facilities for qualified vendors, sources of referrals to the BEP, and familiarity of new VR counselors with the BEP.

Participants

The *BEP-D Survey* was mailed to BEP directors in all states that have BEPs and the District of Columbia. The Virgin Islands, Puerto Rico, and other U.S. territories were not included in the study. Additionally, Montana was not included because it has no BEP.

Procedures

Directors were asked to report data regarding the numbers of males and females in their programs as of September 30, 1994 as well as data reported on the last RSA 15 submitted as part of their RSA annual reports. Other specific questions regarding the BEP directors' perceptions of their state's specific programs were asked and an opportunity given to explain their answers. A second survey was sent to states that did not respond to the initial request.

Response Rate

Forty of 50 (80%) mailed surveys (to BEPs in the 49 states and Washington, DC) were returned, signed by the respective BEP directors or their designated representatives by June, 1995. These surveys indicated that a total of 2,310 facility managers were employed in the 40 states. Only 35 surveys were completed fully; all responses are included in the descriptive and statistical data. One state director responded by supplying only the total numbers of male and female facility managers; one omitted all questions except the male/female totals and yes/no questions; two omitted data on facility managers' types of blindness; two omitted data on numbers of male and female

facility managers according to type of facility operated; and others left various other questions unanswered. Verbatim responses to open-ended questions are included in Appendix C. From half to all states in each of the 10 RSA Regions responded.

Because several of the states that did not respond or did not fully complete the *BEP-D Survey* were states with large percentages of the U.S. population, an effort was made to compare the numbers of facility operators reported in the *BEP-D Surveys* to the number reported in the *Randolph-Sheppard Vending Facility Annual Report: Fiscal Year 1994* (RSA, 1995). This effort was made to ensure that the majority of BEP facility managers in the U.S. were included in the statistical analyses. Because the *BEP-D Survey* asked for information contained in the RSA 15 for the time period (federal FY 1994) covered in the *Annual Report for 1994*, expectations were that an accurate number could be obtained by subtracting the total number of responses across all the returned *BEP-D Surveys* from the overall total provided in the RSA *Annual Report*. However, a discrepancy was found between the total number of facility managers in the 40 states responding to the survey (2,310) and the total derived from the FY 1994 *Annual Report* (2,568). No change was found in the number of facility managers in the *Annual Report* and on the survey for seven states; two states indicated fewer managers in the *Annual Report* than those reported on the *BEP-D Survey* (1 less for one state and 13 less for another); and the other 32 states indicated higher numbers of facility managers in the Annual Report (these differences ranged from 1 to 96).

To determine if a majority of facility managers were included in the *BEP-D Survey*, comparisons were made between the two sets of numbers. The percentage of facility managers in the 40 responding states derived from the RSA *Annual Report* (RSA, 1995) is 73% (2,568, the sum for the 40 states responding to the survey, divided by 3,516, the total for the 50 states with BEPs). According to the RSA figures, 948 (27%) of the facility managers would not have been included in the *BEP-D Surveys*. The number of facility managers reported on the 40 returned *BEP-D Surveys* was 2,310 or 258 less than the RSA total.

In order to get a more accurate percentage of facility managers **NOT** included in the 40 returned surveys, a review was made of the differences between the RSA *Annual Report* for FY 1994 and the *BEP-D Survey* numbers of facility managers for each of the 40 states that responded. This comparison produced a mean difference of 6.5 fewer facility managers per state between the *RSA Annual Report* and the *BEP-D Surveys*. Multiplying this number by 50 (the number of BEPs surveyed), gave a total of 325 facility managers. This number was taken from the total number of facility managers included in the RSA *Annual Report* (3,516 - 325 = 3,191) as an average adjusted estimate of total BEP facility managers for comparison. Using the total of 2,310 facility managers reported on the 40 returned surveys and the adjusted expected total of 3,191 facility managers, it was estimated that 75% of all BEP facility managers in the U.S. could be expected to be included in the data set obtained from the *BEP-D Surveys*.

Elected Committee Survey

The *Inclusion of Women in the Randolph-Sheppard Program - BEP Elected Committee (BEP-EC) Survey* (Appendix B) was developed by a panel of four persons who have experience working in or with the BEP in several states and/or have performed research on the BEP.

General information such as gender, type of facility, length of service as a facility manager, source of referral to the program, and the factors that led to participation in the BEP was obtained. Elected Committee members' perceptions of upward mobility of female facility managers and various aspects of recruiting female applicants were also explored.

Participants

Members of the Elected Committee of Blind Vendors in the five states with the lowest percentages of female facility managers and the five states with the highest percentages of female facility managers were asked to participate in the survey.

Procedures

Given the data from the 40 states that responded to the *BEP-D Survey*, it was determined that the five states with the lowest percentages of female facility managers included Delaware, Nebraska, Nevada, Rhode Island, and Washington. (North Dakota was excluded because it had a very small number of male and no female facility managers.) The states with the highest

percentages of female facility managers included Colorado, Hawaii, Idaho, Maine, and South Dakota.[1]

After the 10 states to be surveyed were identified, correspondence was forwarded to the BEP managers in those states with regard to disseminating a questionnaire specifically designed to survey the Elected Committee members in their respective states. Several states elected not to participate.

Response Rate

Because facility managers have severe visual impairments, phone surveys were determined to be the best way to obtain information via the BEP-EC Survey. A total of 11 Elected Committee members were surveyed (6 female and 5 male). The largest number of respondents (5) operated a cafeteria, whereas 3 operated snack bars, 2 operated vending machine facilities, and 1 operated a highway facility. The average length of service as a licensed facility manager for the entire group was 12.9 years, with the majority (8) having served between 9 and 28 years.

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[1]An error in tabulation of data was found later in the analysis. Kansas actually had a higher percentage of female facility managers than did Hawaii. Hawaii had 37.14% female facility managers, while Kansas had 40%.

Results

Both descriptive data and selected inferential findings are summarized in this section. All closed-ended survey questions are presented descriptively; questions related to gender, training, type of blindness, and region were tested for statistical significance at an alpha level of .05.

In the materials that follow, responses to items on the *BEP-D Survey* and *BEP-EC Survey* that correspond to the hypotheses or research questions being evaluated are listed immediately after each hypothesis or research question. Descriptive statistics are provided for all closed-ended questions.

Because only one group is being examined, dependent *t*-tests were applied to determine if any significant differences existed between percentages of similarly classified variables in the sample. One-way ANOVAs and MANOVAs were used to identify any RSA regional differences. Percentages instead of frequencies were used in the analyses to prevent states with denser populations from artificially raising the means for the variables in question and to give more equal weight to each state. At least 10 pairs of means were used for each comparison (Roscoe, 1978). A summary of qualitative data from open-ended questions was also compiled.

Hypothesis 1. The percentage of female facility managers will be significantly smaller than the percentage of male facility managers . [BEP Director (BEP-D) Survey Questions 1 - 3].

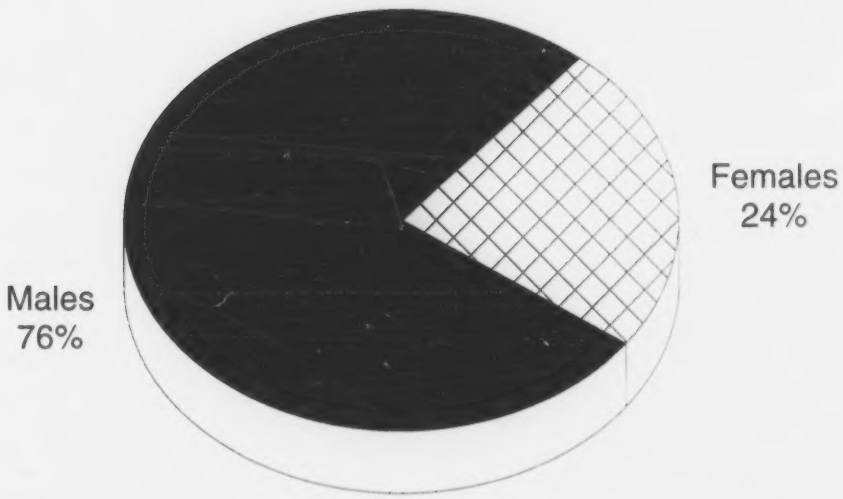
Forty states reported a total of 2,310 facility managers in BEP facilities. Of these, only 23.9% were female, whereas 76.1% were male (Figure 1). A dependent *t*-test was performed to compare percentages of males and females across states. The average percentage of females was found to be significantly lower than the average percentage of males ($t(39) = 15.46, p < .00$).

Hypothesis 2. The percentage of White facility managers will be significantly larger than the percentages of facility managers in all other ethnic groups, including American Indian, Asian, Black, and/or Hispanic ethnic groups . (BEP-D Survey Question 5).

Data from the BEP directors indicate that 78.4% of facility managers nationwide were White, whereas 21.6% were of other national origins. The proportions of managers of other national origins were as follows: 13.5% were Black, 5.1% were Hispanic, 1.5% were Asian, 0.7% were American Indian, and 0.8% indicated being of some other national origin. (See Research Question 3 for an analysis of male and female facility managers by national origin.)

Dependent *t*-tests were performed among national origins (Table 1).

Figure 1
Facility Managers by Gender



N = 2,310 in 40 states

Table 1. Dependent *t*-test Statistics for Facility Managers by National Origin

	American Indian		Asian		Black		Hispanic		White		Other	
	df	**t-value**	**df**	**t-value**	**df**	**t-value**	**df**	**t-value**	**df**	**t-value**	**df**	**t-value**
American Indian	--	--	34	-0.86	34	-3.81***	34	-2.34*	34	-21.60***	34	-0.58
Asian	--	--	--	--	34	-2.25*	35	-0.83	34	-16.82***	34	0.92
Black	--	--	--	--	--	--	34	1.76	34	-14.91***	34	3.40**
Hispanic	--	--	--	--	--	--	--	--	34	-15.80***	34	1.60
White	--	--	--	--	--	--	--	--	--	--	34	-20.10***

*p < .05.

**p < .01.

***p < .001.

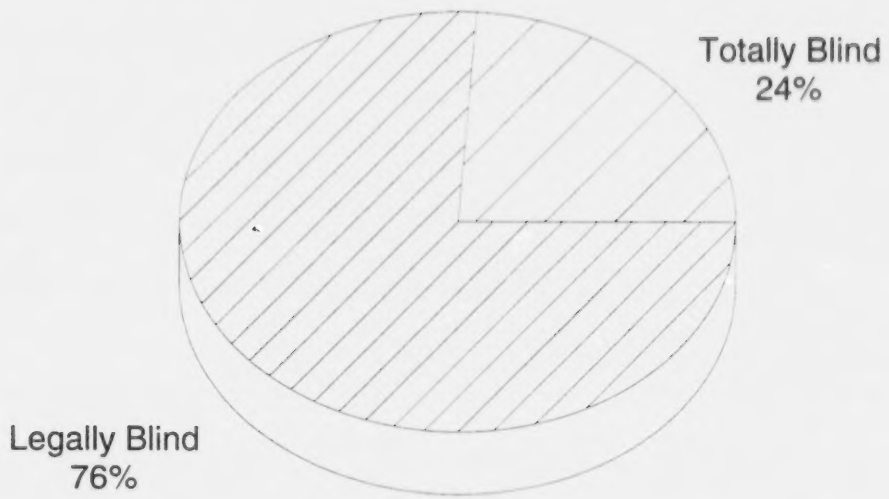
The mean percentage of White facility managers reported by the responding states was significantly higher than the mean percentages for all other national origins. The mean percentage of Black facility managers was significantly higher than the corresponding averages for American Indian, Asian, and Other facility managers. Also, the mean percentage of Hispanic facility managers was found to be significantly higher than the mean percentage of other facility managers. No significant differences were found among the other groups.

Hypothesis 3. The percentage of legally blind (with some usable vision) facility managers will be significantly larger than the percentage of totally blind (no functional vision) facility managers . (BEP-D Survey Question 6).

Individuals characterized as totally blind were defined as having no functional vision, and individuals who were legally blind were defined as having some usable vision. Of 1,918 facility managers reported in 36 states, 24% were totally blind and 76% were legally blind (Figure 2).

The results of a dependent *t*-test indicate that the mean percentage of legally blind facility managers across states was significantly higher than the mean percentage of totally blind facility managers ($t(34) = 8.63, p < .001$). A one-way ANOVA was used to determine if any statistically significant differences existed between the average percentages of legally and totally blind managers across regions; no significant differences were found ($F(9,25) = 0.31$, $p < .97$).

Figure 2
Facility Managers by Type of Blindness



N = 1,918 in 36 states

Research Question 1. What are the percentages of female and male BEP facility managers? Are there any differences by RSA Regions? (BEP-D Survey Questions 1-3).

The numbers and percentages of female and male facility managers were determined for each state responding to the survey (Appendix E). The total number of facility managers reported across individual states ranged from 2 to 193. The numbers of female managers ranged from 0 to 51. The state percentages of female managers (excluding the state with no females) ranged from 8.6% to 44.4%.

Numbers and percentages were also determined for each of the 10 RSA Regions (Table 2). Although the total number of facility managers was relatively small in Region VIII, that region had the largest percentage of female facility managers, 37.9%, with four of six states within the region reporting. With a similar number of facility managers, Region II had the smallest percentage of female managers, 18.2%, with one of two states reporting. (The Virgin Islands and Puerto Rico, which fall in this region, were excluded from the study.)

A one-way ANOVA across the 10 RSA Regions was performed based on the percentages by states of female facility managers. No significant differences in the average percentages of female managers were found across RSA Regions ($F(9,29) = .99$, $p < .47$).

Table 2. Numbers and Percentages of Female Facility Managers Across RSA Regions

RSA Region[1]	Total Number	Number of Females	Percentage of Females
Region I	120	27	22.5%
Region II[2]	77	14	18.2%
Region III	276	66	23.9%
Region IV	472	120	25.4%
Region V	596	148	24.8%
Region VI	289	72	24.9%
Region VII	125	23	18.4%
Region VIII	66	25	37.9%
Region IX	226	43	19.0%
Region X	63	14	22.2%

[1]Surveys were received from 40 states.

[2]Only one of two states in this region responded.

Research Question 2. In which states are female facility managers most and least represented? (BEP-D Survey Questions 1-3).

For the purpose of conducting a phone survey of the Committee of Blind Vendors at a later point in time (discussed elsewhere in this report), the five states with the highest and the five states with the lowest percentages of female facility managers were identified. (The state with no female managers was excluded.) The five states with the highest percentages of female managers were found to be South Dakota (44.4%), Idaho (41.7%), Colorado (39.5%), Maine (37.5%), and Hawaii (37.1%). The states with the lowest

percentages of female facility managers were Washington (8.6%), Nevada and Rhode Island (9.5%), Nebraska (10.5%), and Delaware (12.5%).

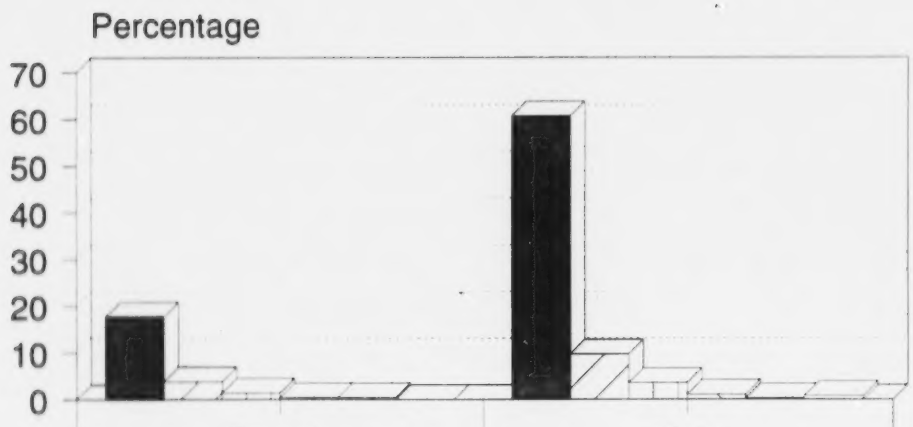
Research Question 3. What are the percentages of facility managers by gender and national origin ? Are there any regional differences? (BEP-D Survey Question 5).

The national origins (White, Black, Hispanic, Asian, American Indian, and Other) of 1,957 facility managers in the BEP were reported by 38 states. Of these, 60.7% were White males, 17.7% were White females; 9.7% were Black males, 3.8% were Black females; 3.6% were Hispanic males, 1.4% were Hispanic females; 1.1% were Asian males, .4% were Asian females; .26% were American Indian males, .41% were American Indian females; and .82% were Other males and .0% were Other females (Figure 3).

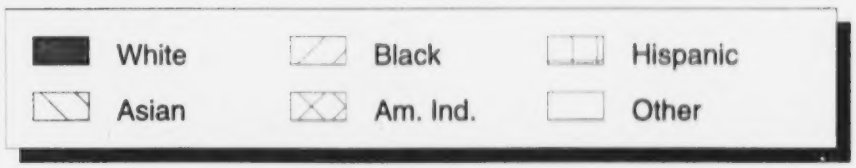
Dependent *t*-tests were used to compare mean percentages of the various categories of national origin with the others. When conducting this series of analyses, the small numbers of facility managers (less than 10) in

Figure 3

National Origins of Facility Managers by Gender



	Female	Male
White	17.7	60.7
Black	3.8	9.7
Hispanic	1.4	3.6
Asian	0.4	1.1
Am. Ind.	0.41	0.26
Other	0	0.82



Percentages rounded to 100%

the American Indian, Asian, and Other categories in individual states were seen as limiting the generalizability of the associated statistical results. The first set of tests undertaken suggests that the mean percentages of White ($t(36) = 6.43$, $p < .01$), Black ($t(35) = 2.95$, $p < .01$), and Hispanic ($t(35) = 2.27$, $p < .03$) male facility managers by state were significantly higher than the mean percentages for their female counterparts, whereas no such differences were found for Asian ($t(35) = 1.45$, $p < .16$), American Indian ($t(34) = -1.79$, $p < .08$), or Other minorities ($t(34) = 1.85$, $p < .07$).

A second set of analyses was undertaken in which the mean percentages (calculated across states) of male facility managers were compared across the six national origin categories. The results of those analyses were as follows:

1. The mean percentage of White male facility managers (60.7%) is greater than the associated mean percentages for Blacks ($t(35) = 5.67$, $p < .00$), Hispanics ($t(35) = 6.15$, $p < .00$), Asians ($t(35) = 6.46$, $p < .00$), American Indians ($t(35) = 6.66$, $p < .00$), and Others ($t(35) = 6.42$, $p < .00$);

2. The mean percentage of Black male facility managers (9.7%) is greater than the associated mean percentages for Hispanics ($t(35) = 2.69$, $p < .01$), Asians ($t(35) = 2.49$, $p < .02$), American Indians ($t(34) = 2.63$, $p < .01$), and Others ($t(34) = 2.45$, $p < .02$);

3. The mean percentage of Hispanic male facility managers (3.6%) does not differ from the associated mean percentages for Asians ($t(35) = 1.29$, $p < .21$), American Indians ($t(34) = 1.95$, $p < .06$), or Others ($t(34) = 1.58$, $p < .12$);

4. The mean percentage of Asian male facility managers (1.1%) did not differ from the associated mean percentages of American Indians ($t(34) = 1.08$, $p < .29$) or Others ($t(34) = .68$, $p < .50$); and

5. The mean percentage of American Indian male facility managers (.26%) did not differ from the associated mean percentage of Others ($t(34) = -1.16$, $p < .26$).

The third set of analyses undertaken in relation to this research question compared the mean percentages (calculated across states) of female facility managers across the six national origin categories. The results of those analyses were as follows:

1. The average percentage of White female facility managers (17.7%) is greater than the associated mean percentages for Blacks ($t(35) = 4.93$, $p < .00$), Hispanics ($t(35) = 5.62$, $p < .00$), Asians ($t(35) = 6.26$, $p < .00$), American Indians ($t(34) = 6.29$, $p < .00$), and Others ($t(34) = 6.31$, $p < .00$);

2. The average percentage of Black female facility managers (3.8%) is greater than the associated mean percentages for Hispanics ($t(35) = 5.47$, $p < .02$) and Asians ($t(35) = 2.21$, $p < .03$), but not American Indians ($t(34) = 2.01$, $p < .053$), and the comparison for Others could not be calculated because there were no individuals in that category; and

3. The average percentage of Hispanic female facility managers (1.4%) did not differ significantly from the associated mean percentages for Asians ($t(35) = 1.09$, $p < .28$) or American Indians ($t(34) = 1.14$, $p < .26$), and the comparison for Others could not be calculated because there were no individuals in that category;

4. The average percentage of Asian female facility managers (.41%) did not differ from the associated mean percentage for American Indians ($t(34) = 0.0$, $p < 1.00$), and the comparison for Others could not be calculated because there were no individuals in that category; and

5. The average percentage of American Indian female facility managers (.41%) could not be compared with Others because there were no individuals in the latter category.

Next, a one-way MANOVA, using an *alpha* level of .05, was performed to determine if any significant regional variations existed in the mean differences between the percentages of male and female facility managers across national origin categories. The Other national origin group was eliminated from the analysis because of minimal or no numbers, making percentages abnormally high or low.

This omission meant that there were five dependent variables considered in the MANOVA analysis that addressed regional differences - differences between (a) percentage of White male and female facility managers, (b) percentage of Black male and female facility managers, (c) percentage of Hispanic male and female facility managers, (d) percentage of American Indian male and female facility managers, and (e) percentage of Asian male and female facility managers. The results of that overall test suggest that there is a difference between the percentages of male and female managers by region for some national origin category (Wilkes Lambda = .06, approximate $F(45, 93) = 1.8$, $p < .01$). Follow-up one-way ANOVAs suggested that there were no regional differences for White males vs. females ($F(9,24) = 1.84$, $p < .11$),

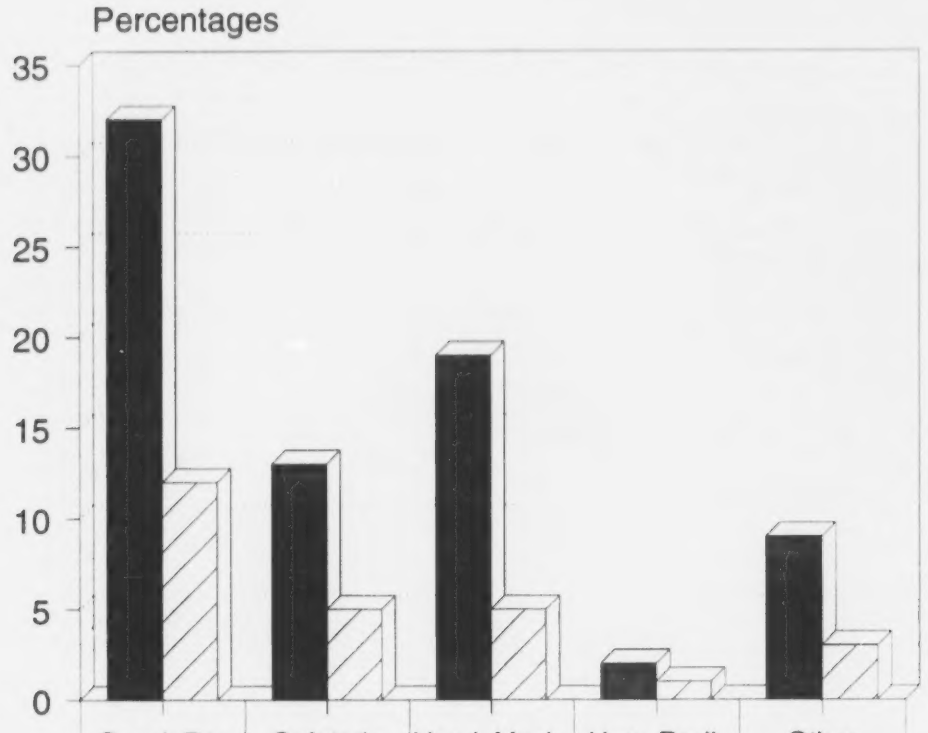
Black males vs. females ($F(9,29) = 1.55$, $p < .19$), Hispanic males vs. females ($F(9,24) = 1.65$, $p < .16$), or American Indian males vs. females ($F(9,24) = 1.39$, $p < .25$), but that some regional difference(s) appeared to exist for Asian male vs. female facility managers ($F(9,24) = 3.28$, $p < .01$). Further inspection of the regional means (Region 1 = .00, Region 2 = .05, Region 3 = .00, Region 4 = .00, Region 5 = .04, Region 6 = .00, Region 7 = -.06, Region 8 = 00, Region 9 = .26, and Region 10 = .02) suggested that the difference in the percentage of male vs. female Asian facility managers in Region 9 is significantly greater than the corresponding mean differences in the other regions.

Research Question 4. What percentages of BEP facilities, by type of facility (e.g., snack bar, cafeteria, vending machine, highway facility, or other) are operated by male and female facility managers? (BEP-D Survey Question 4).

Data on the numbers of male and female facility managers who operated different types of facilities were reported by 36 states (1,813 facility managers). As shown in Figure 4, the percentages of male managers were higher than the percentages of female managers in all types of facilities considered, which included Snack Bar, Cafeteria, Vending Machine, Highway, and Other types of facilities.

Figure 4

Types of Facility Managers by Gender



	Snack Bar	Cafeteria	Vend. Mach.	Hwy. Facil.	Other
Males	32	13	19	2	9
Females	12	5	5	1	3

The sum of all types of managers rounded to 100%

The associated percentages were as follows:

1. Snack Bar - 32% male managers and 12% female managers (44% of total);
2. Cafeteria - 13% male managers and 5% female managers (18% of total);
3. Vending Machine - 19% male managers and 5% female managers (24% of total);
4. Highway Facilities - 2% male managers and 1% female managers (3% of total); and
5. Other Facilities - 9% male managers and 3% female managers (12% of total).

A set of dependent *t*-tests was performed to determine whether significant differences existed in the mean percentages of male and female facility managers by types of facilities.

The results suggest the following:

1. The average percentage of males who manage snack bars is significantly higher than comparable percentage of females ($t(35) = 4.83$, $p < .00$);
2. The average percentage of males who manage cafeterias is higher than the comparable average for females ($t(35) = 3.39$, $p < .00$);
3. The average percentage of males who manage vending machine facilities is greater than the comparable average of females ($t(35) = 4.74$, $p < .00$;

4. The average percentage of males who manage highway facilities is significantly greater than the comparable average of females ($t(35) = 2.39$, $p < .02$); and

5. The average percentage of males who manage other types of facilities is significantly greater than the comparable percentage for females ($t(35) = 3.59$, $p < .00$).

Thus, it appears that the percentages of male facility managers are significantly greater than the percentages of female managers regardless of the type of facility considered.

Next, a one-way MANOVA was undertaken to determine if significant regional variations exist in the mean differences between the percentages of males and females who managed the five different types of facilities. Thus, that analysis involved five dependent variables - the differences in percentages of males and females who managed (a) snack bars, (b) cafeterias, (c) vending machines, (d) highway facilities, and (e) other types of facilities. The results indicate that there are no regional differences on the overall set of variables considered (Wilkes Lambda = .14, approximate $F(45, 93) = 1.14$, $p < .30$). In summary, it appears that the significant differences between the percentages of male and female managers for all five types of facilities noted above are consistent across regions.

Research Question 5. How do the percentages of female and male facility managers differ in various stages of training (from referral to acceptance to completion to licensing to assignment)? (BEP-D Survey Questions 8-12).

Five training stages were identified that licensed facility managers must move through to be assigned to a facility. These include referral for BEP training, acceptance for training, completion of training, licensing, and assignment to the first vending facility.

Overall, 37 states reported that 292 applicants were referred for BEP training during FY 1994. Of these, 24% were female and 76% were male. Thirty-eight state BEPs reported that they accepted 187 applicants for training that same year (27% female and 73% male). Thirty-eight states reported that 152 applicants completed BEP training during FY 1994, with 25% being female and 75% being male. In FY 1994, 38 states reported licensing 104 facility managers. Of these, 23% were women and 77% were men. During that same year, 92 licensed facility managers were reportedly assigned to their first facility. Of these, 22% were female and 78% were male.

Dependent *t*-tests were used to compare the differences in the mean percentages of male and female participants in each of the five phases of training (referral, acceptance, completion, licensing, and assignment to facility). The results showed that the percentages of female participants in all phases of training were significantly lower than the related percentages of males. The specific results were as follows: (a) referred for training ($t(37) = -7.48$, $p < .00$); (b) accepted for training ($t(37) = -4.92$, $p < .00$); (c) completed training ($t(37) = -4.75$, $p < .00$); and (d) assigned to facility ($t(37) = -4.59$, $p < .00$).

A one-way MANOVA was used to determine if the differences in the percentages of females and males at different levels of training differed across regions. The five dependent variables used in this analysis were the male-female differences in percentages (by state) who were (a) referred for training, (b) accepted for training, (c) completed training, (d) licensed by an SLA, and (e) assigned to a facility. The results of the MANOVA analysis suggest that there are no differences in the dependent variables across regions (Wilkes Lambda = .11, Approximate F (45,75) = 1.07, $p < .39$).

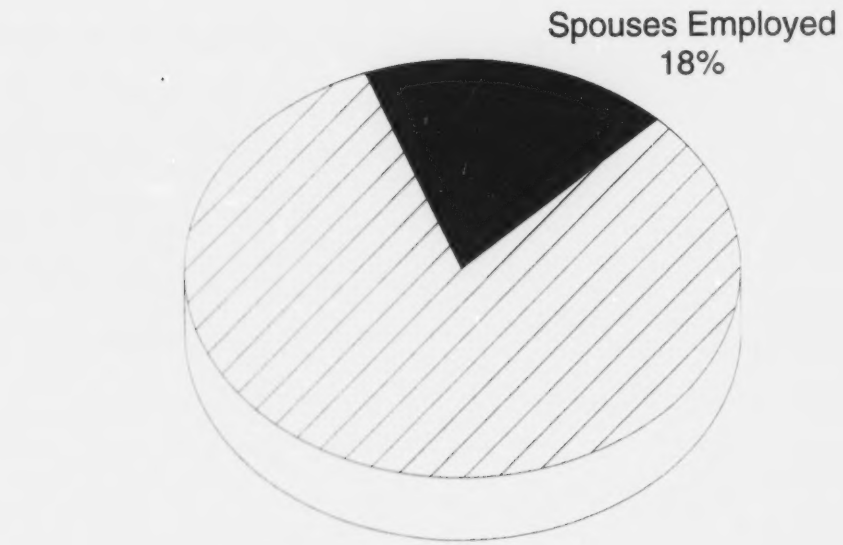
Research Question 6. What percentage of facility managers employ spouses in their facilities? (BEP-D Survey Question 6).

The 35 states that responded to this question employed 1,555 facility managers in their states. Of these facility managers, 18.5% (341) employed their spouses (Figure 5).

Research Question 7. Of the Elected Committee of Blind Vendors, what are the percentages by gender? (BEP-D Survey Question 18).

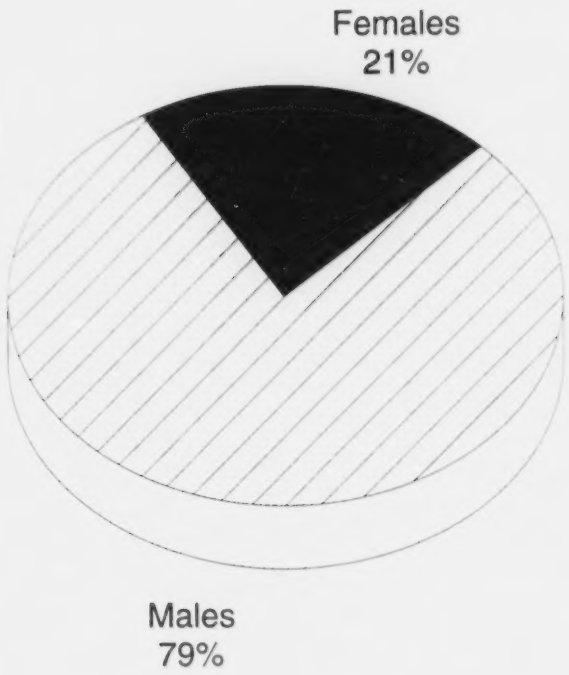
BEP directors were asked for the current make-up of their Elected Committee of Blind Vendors, including members and alternates. The 36 states responding reported having 362 committee members and alternates, with 79% being male and 21% being female (Figure 6).

Figure 5
Spouses Employed in BEP Facilities



N = 1,555 in 35 states

Figure 6
Elected Committee Membership by Gender



N = 362 members in 36 states

A dependent *t*-test was used to compare the mean percentages of male and female members on the Elected Committee of Blind Vendors across states. The mean percentage of male Committee members was significantly higher than the mean percentage of female members, $t(35) = -10.42, p < .001$.

Research Question 8. Are there differences related to gender in the states that have nominee agencies? (BEP-D Survey Questions 1-3).

For FY 1994, four of the five states that utilize nominee agencies responded to the BEP-D Survey: Georgia, Missouri, Virginia, and West Virginia. Respectively, their percentages of female facility managers were 32.1%, 17.2%, 24%, and 28%, all of which fall in the midrange of the overall set of percentages reflected across states.

Research Question 9. Are there policy and procedural difficulties that may be identified as barriers to successful inclusion of women in the BEP? (BEP-D Survey Questions 13-17 and 19-23 and BEP-EC Survey).

The process of becoming and staying a facility manager was subjectively analyzed to determine whether barriers may exist for women. Referrals to the BEP from rehabilitation agencies or other places, training difficulties, specific difficulties running a profitable facility, lateral or upward mobility difficulties, and possible problems with the Elected Committee of Blind Vendors or the bureaucratic structure of the SLA were considered and placed on the *BEP-D Survey*. Relevant areas were also included as part of the *BEP-EC Survey*.

Backlog of qualified referrals (BEP-D Survey Question 13). BEP directors were asked if they had a backlog of qualified referrals to the BEP. Of the 39 directors responding, 23.1% said "yes," whereas 76.9% said "no" (Figure 7). Those responding "yes" stated that classes were limited or not in session at the time due to three main reasons: stands were closed (1 response[2]), stands were not economically feasible (2), or backlogs are created to identify a pool of candidates (1).

Reasons for backlog of licensed facility operators (BEP-D Survey Question 14). Reasons given by 15 BEP directors for having a backlog of licensed facility managers awaiting placement fall into two main categories: location and economics. Reasons related to location included lack of locations (4), available locations not in geographic area desired (6), lack of type of location desired (2), lack of facilities for subcontracted vending (1), and increase in number of trainees (1). The financial reasons given by BEP directors included lack of financially feasible locations (3) and trained/experienced vendors are waiting for locations that will exceed Social Security benefits (1).

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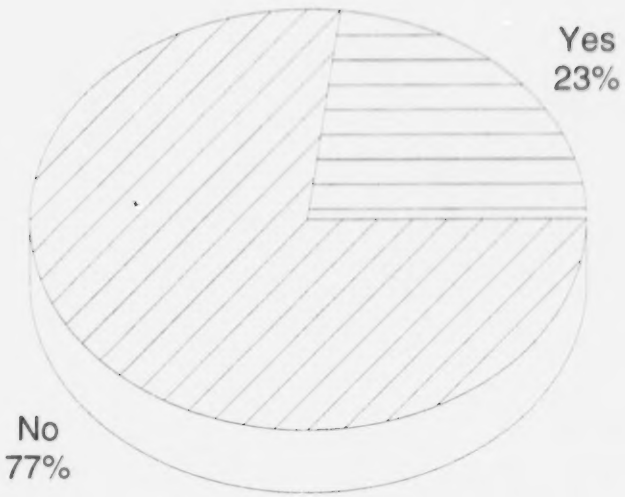
[2]The number in parentheses following each reason listed indicates the number of respondents who specified that reason. A similar format is used to denote numbers of respondents in each of the item specific data summarys that follow.

Figure 7
SLAs with a Backlog of Referrals



N = 39 State BEP Directors

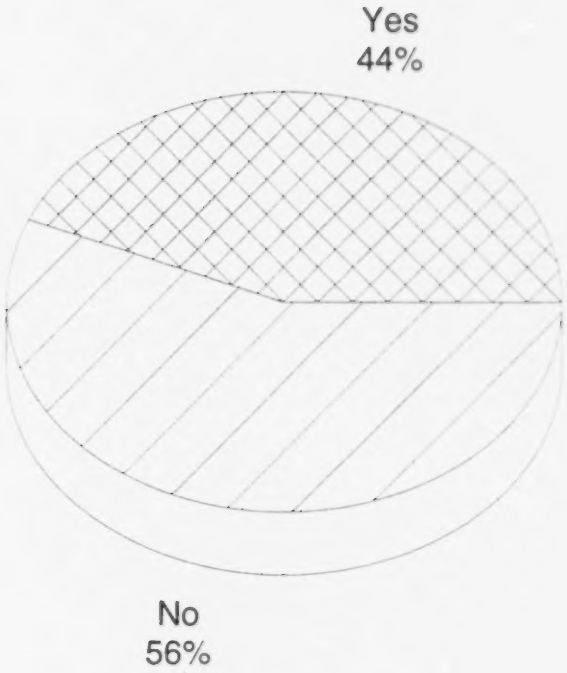
More facilities than licensed blind vendors available (BEP-D Survey Question 15). BEP directors were asked if their agencies had more facilities than licensed blind facility managers to assign to them. Of the 39 directors responding, 43.6% said "yes," and 56.4% said "no" (Figure 8).

All the directors who answered "yes" to this question responded to the open-ended question asking for reasons why there were more facilities than licensed blind vendors. The reasons they noted for more facilities than licensed facility managers were: lack of qualified referrals (6); a number of low-income facilities (3); loss of vendors through death, retirement, or resignation (2); geographic location not suitable to vendors (3); new vending facilities opened (2); lack of vendors to manage full-range foodservice operations or cafeterias (2); lack of trainees or waiting for trainees to complete training (3); not competitive with similar commercial foodservices (1); and building management not wanting vendors from the program (1).

Sources of referrals for the BEP (BEP-D Survey Question 16 and BEP-EC Survey Question 5). BEP directors were asked to identify their sources of candidates for the BEP. Thirty-nine checked as many sources as applied to their agency. Of all 140 responses marked by 39 directors, 25.7% were referred by VR counselors, 18.6% by BEP staff, 17.1% by other facility operators, 14.3% by rehabilitation teachers, 11.4% by themselves, 7.9% by consumer organizations, and 5.0% by others (Figure 9).

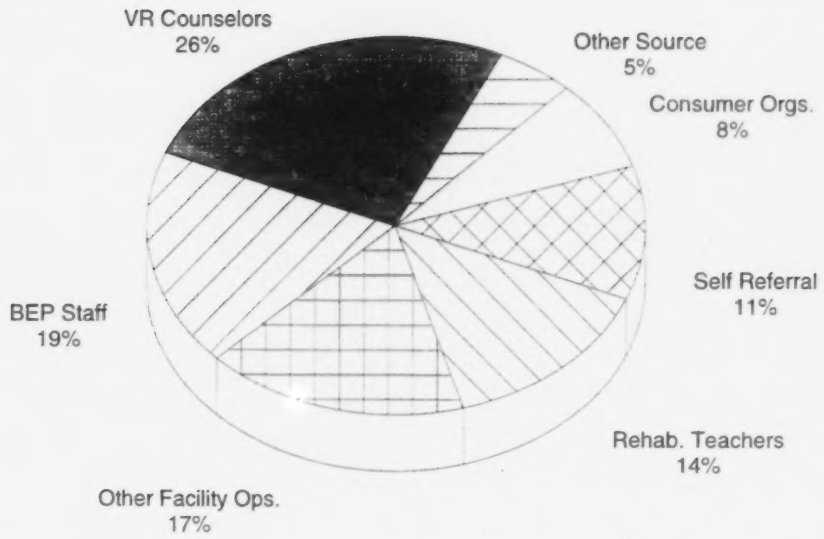
Figure 8

SLAs with More Facilities than Licensed Managers



N = 39 State BEP Directors

Figure 9
Recruitment Sources Used by SLAs



N = 39 State BEP Directors

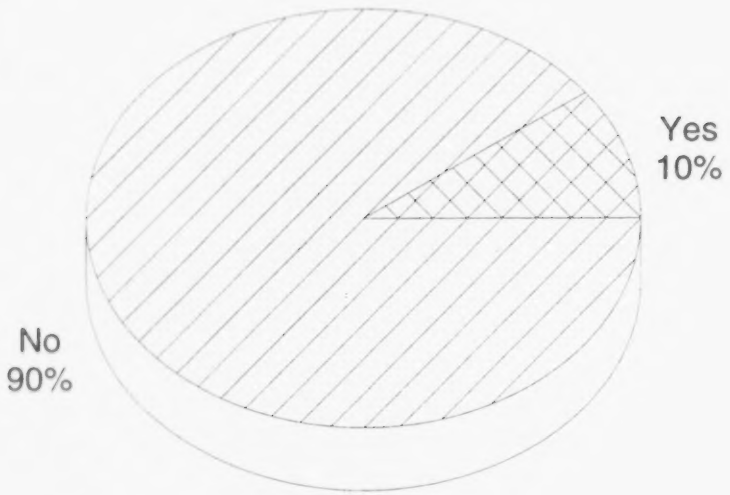
In response to the question, "Who was most influential in encouraging you to consider the BE Program?", five of the BEP-EC respondents indicated their VR counselors, while four indicated another BEP facility manager/operator. One of the Elected Committee members reported that a BEP staff member was the most influential, and another indicated that a parent (i.e., father) was most influential in encouraging them to consider the BEP. The overwhelming majority (10 of the 11) **were not aware** of the BEP prior to the time they became a VR client.

Both BEP directors and Elected Committee members were given the same options related to referral. None of the Committee members mentioned self-referral, consumer organizations, rehabilitation teachers, or BEP staff as referral sources. Although only a small number of Committee members were surveyed, they noted that a VR counselor and another BEP facility manager were most important in their becoming facility managers. Although these were proportionally in the top three for BEP directors, the directors also saw the BEP staff as an important referral source. The Committee members, however, did not mention the BEP staff as a source.

Initial orientation by new VR counselors (BEP-D Survey Question 17). BEP directors were asked if new VR counselors were required to spend time in a BEP facility during their initial orientation period. Of 39 directors, 10.2% said "yes," whereas 89.8% responded "no" (Figure 10). Those answering "no" were asked to give open-ended explanations.

Figure 10

VR Counselors in BEP Facilities During Initial Orientation



N = 39 State BEP Directors

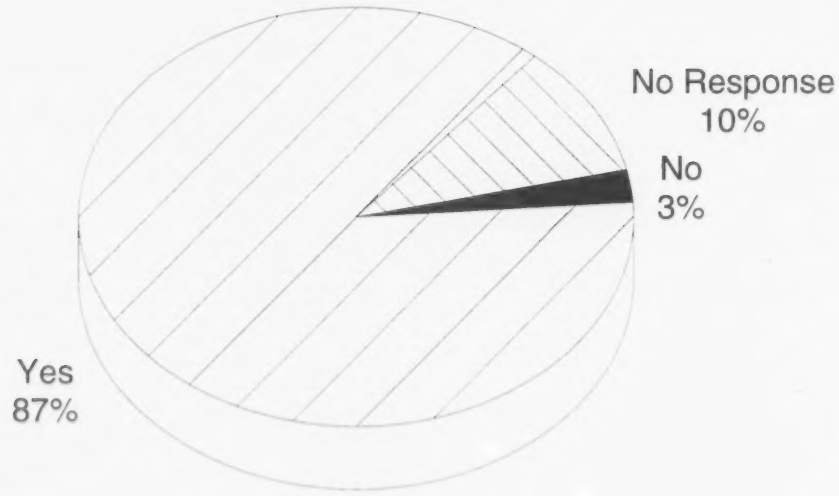
Female drop-out rate (BEP-D Survey Question 19). Directors gave their perceptions of the drop-out rate of female facility operators who are licensed and actually enter a facility. Of the 36 directors responding, 83.3% selected a 0% to 25% drop-out rate, 13.9% selected a 26% to 49% drop-out rate, 2.8% selected a 50% to 74% drop-out rate, and none (0%) selected a 75% to 100% drop-out rate.

Comments from directors about the comparison of female drop-out rates to male drop-out rates included the following: about the same (16), male drop-out rates higher due to earlier make-up of BEP and aging of vendors (4), male drop-out rates higher because there are more male operators (1), and female drop-out rates higher (1).

Degree of lateral and/or upward movement of female operators (BEP-D Survey Question 20 and BEP-EC Survey Question 7). BEP directors were asked if female facility operators had the same degree of lateral and/or upward movement to other facilities as male operators. Of the 39 directors who completed the majority of the survey, 87.2% responded "yes," 2.5% responded "no," and 10.3% gave no response (Figure 11). The director who responded "no" stated that there was an "old boy system," that many female BEP managers "feel that men are threatened by them and that they will do a better job than the men," and that women alternates to the Elected Committee are not able to "participate in promotion panels." The majority who responded "yes" included the following comments: promotion based on seniority (4), upward mobility based on ability (1), upward mobility based on performance (1),

Figure 11

BEP Directors' Perceptions of Female Facility Managers' Upward Mobility



N = 39 State BEP Directors

inability to recruit enough females (1), upward mobility prevented by personal barriers such as family responsibilities and unable to move to a new geographic location (1), and males and females evaluated the same (2).

In a similar pattern, 9 of the 11 Elected Committee members said "yes" in response to the question as to whether women have the same degree of lateral and/or upward movement, whereas only two responded "no." Comments concerning upward mobility fell into the categories of no difference in male and female upward/lateral movement (5); family reasons (1); unwillingness to move (1); ability, not sex, the issue (1); and women not promoted for some (unknown) reason (2).

Major barriers to recruiting more females into the program (BEP-D Survey Question 21 and BEP-EC Survey Question 8). BEP directors were asked to explain what they see as major barriers to recruiting more females into the Randolph-Sheppard Program. The majority (15) saw no barriers. Other responses fell into the following categories: stereotyping by someone in the system (12), family responsibilities (6), VR counselors not referring women (5), long hours (4), unwillingness to relocate (4), no role models for women (3), sexism (2), and negative image of program by VR (1).

Elected Committee members were asked the same question regarding barriers. Interestingly, none of their responses mentioned sexism or stereotyping, but the majority mentioned family responsibilities and various problems related to VR counselors. The different categories mentioned by the Committee Members were family responsibilities (5), lack of VR counselor

referral (3), VR referral of unqualified persons (2), long hours (1), unwillingness to relocate (1), and no barriers (1).

Recruitment strategies most productive in recruiting females (BEP-D Survey Question 22 and BEP-EC Survey Question 9). BEP directors were asked to indicate what they felt were their most productive strategies for recruiting women. The majority of BEP directors said either they have no recruiting strategies to attract more women (19), had the same strategies for recruiting men and women (8), or accepted candidates the VR counselors referred to them (5). The specific recruitment strategies mentioned include the following: tell women about other successful female BEP managers (2), have prospective female trainees meet with currently successful female BEP managers (2), encourage prospective females to work in a facility as relief or part-time workers (1), emphasize the importance of women in BEP facilities (1), assign a female BEP manager as a mentor for the female trainee (1), talk to consumer groups (1), emphasize the opportunity to become an independent woman (1), and emphasize fringe benefits (1).

Elected Committee members were also asked about the most productive recruitment strategies in their programs. The most frequent response given was one-on-one or word-of-mouth communication (4). Other responses included marketing/selling the program to women (2), marketing to young blind people (1), contacting VR counselors about possible clients (1), contacting other states about persons relocating (1), and no need for recruitment strategies (1) (see Appendix D for detailed comments).

The differences between Committee members and BEP directors in relation to recruitment of women are obvious. Most Committee members surveyed see the personal touch as most effective in recruiting women (along with the minority of BEP directors), either through one-on-one contact with potential facility managers or with others in the rehabilitation system. BEP directors more typically had no strategies or use the same strategies for recruiting females as they use with males. The few who recruit females use female role models when talking to potential female trainees, have successful female managers talk to potential trainees, or use a mentor system to keep/encourage trainees.

Recruiting more applicants for the BEP (BEP-D Survey Question 23 and BEP-EC Survey Question 10). BEP directors were asked what SLAs could do to recruit more applicants into the program. Many respondents (12) felt the BEP could be marketed better to VR counselors, potential facility managers, and facilities that serve persons who are blind. Some examples given regarding how to market the BEP were reaching out to school-to-work persons in under-represented populations, educating females about the BEP before they are placed in other training programs, developing professional brochures to hand out at job fairs and various blindness-related conferences, providing information about the BEP to agency consumers, contacting college campuses and the Deans of Business Schools as well as residential schools for the blind, presenting the BEP in a positive way, when educating the public about the

BEP, and developing a marketing strategy and ongoing program for recruitment.

Another frequent suggestion for recruiting more applicants was better communication between BEP staff and VR staff and/or educating those working in VR agencies (12) so that they know more about the BEP and thus refer more qualified persons to it. Some respondents stated that VR counselors do not see the BEP as a viable career opportunity so they do not recommend anyone (2), others see the VR counselors as using the BEP as a "dumping ground" for those who cannot succeed elsewhere (2), others think VR counselors have a negative image of the BEP (4), and still others think that more thorough VR counselor training/education is needed (8).

Other suggestions noted by the BEP directors included the need to operate facilities as true businesses (3), to make recruitment a priority (2), to close locations that do not make a profit (2), to have higher income opportunities (3), to involve the Elected Committee more in recruiting and other responsibilities (2), to acquire more locations by the SLA (2), to establish higher quality for facilities (2), to dispel myths about careers in foodservice (1), to expand the BEP beyond foodservice (1), to increase SLA benefits for managers (1), to offer professional training with certification exams for managers (1), to encourage mentorships between successful operators and public schools, vocational-technical schools, and schools for the blind (1), to offer a variety of opportunities to the trainee (1), and to secure direct funding to upgrade facilities and training (1). Three directors stated that they had sufficient referrals and did not need to recruit.

Six of the Elected Committee members also stated that marketing the program should be a major priority of SLAs. Strategies they suggested for marketing included advertising the program to potential managers (3), increasing general public awareness (2), developing brochures (1), providing articles for papers (1), encouraging facility managers to do recruiting (1), and marketing the program to employers (1). Vocational rehabilitation counselors were also mentioned by Committee members as a way of recruiting more persons into the BEP (3). The only specific suggestion made was to have VR counselors discuss the BEP in a positive manner with every client (1). A final suggestion was to have SLAs offer competitive salaries and create new and bigger facilities (1).

Discussion

This study focused on the inclusion of women in the Randolph-Sheppard Program and sought to identify strategies for recruiting more women into the program in an effort to foster growth and expand employment opportunities. The Randolph-Sheppard Vending Facility Program simply is not growing and expanding at the rate anticipated by the Congress in 1974 when the statute was last amended. The need to recruit more competent and diverse facility managers is clearly reflected in the most recent *Annual Report* (RSA-IM-96-22, dated July 31, 1996). The total number of facility managers, the total number of vending facilities, and the average earnings of facility managers all went down in FY 1995 as compared with FY 1994. Although the SLAs trained some 356 blind persons in FY 1995 to operate facilities, only 192 were actually placed as facility managers.

The total number of facility managers across different states ranged from 2 to 193, whereas the number of female facility managers ranged from 0 to 51. The percentage of female managers ranged from 0% to 44.4% with a mean percentage of 23.9%, significantly lower than that for male facility managers. Although one must be careful when comparing this survey of the total population (80% response rate) to the previous study of a sample of BEP directors completed by Tedder and Maxson (1989), several general similarities appear to exist. The 23.9% rate of female managers found in the current study is almost the same as the 24% reported by Tedder and Maxson. In terms of national origin, Black facility managers moderately increased (8% to 13.5%), Hispanic facility managers decreased slightly (6% to 5.1%), and other national

origins (including Asian and American Indian) increased slightly (1% to 3%). A problem with the percentages of Hispanics, American Indians, and Asians reported herein is that several states normally expected to have more culturally diverse populations (states in the Southwest, Florida, California, and New York) either did not return the survey or did not provide ethnic information in their completed forms.

Menz and Gilbert (1987) sees gender bias by state VR counselors as a major problem in a disabled woman's rehabilitation. They not only decide whether a female is accepted for rehabilitation services, they also determine the direction of a person's training and education. Counselors are typically the primary referral of persons who are being referred to the BEP. If he (typically) or she does not refer women to the BEP, there will not be women in the BEP unless she hears of the program from someone else (another facility operator, consumer organizations, BEP staff, self, or others). BEP directors and members of the Elected Committee of Blind Vendors both saw referral of women by vocational counselors as a problem for recruiting women into the BEP because they did not refer women or they referred women who could not succeed. The survey of BEP directors indicated that most VR counselors did not receive initial orientation (89.8% BEPs) in the BEP. As indicated by the survey of BEP directors, 24% of referrals to the BEP were female, whereas 76% were male in FY 1994. This also indicates a problem with VR counselors' referral of women. If they do not know what the BEP is about, how are they able to refer clients responsibly?

The large percentage of male members on the Elected Committees of Blind Vendors compared to female members (79% to 21%) as reported by BEP directors could possibly have an effect on the number of female facility managers initially placed in facilities and later promoted to more lucrative facilities. BEP directors only saw stereotyping and sexism as barriers to women entering and having upward mobility in the BEP. The majority of BEP directors (about 38%) saw no barriers to recruiting women. However, both BEP directors and Elected Committee members saw a woman's family role and responsibilities as barriers to being a facility operator. Because of family, women are perceived as not being able to work long hours or relocate. Similar reasons are perceived as why women have a lack of lateral or upward movement in the BEP by both groups. However, according to the survey of BEP directors, lack of lateral or upward movement is not seen as a problem by 87.2% of the directors responding. This lack of promotion of women is also found in the general foodservice industry (Woods & Kavanaugh, 1994).

The main effect seen across training by gender indicates a major problem in the training process where women are concerned. Percentages of females being referred to the program, being accepted into the program, completing the program, becoming licensed operators, and being assigned a facility are significantly lower than the percentages for males. Although the results of the current study did not disclose the underlying dynamics associated with this pattern of under-representation of females in the BEP training process, several recommendations would nevertheless appear to be warranted given the available data.

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Recommendations

Given the findings noted in this study, State Licensing Agencies should carefully examine completion rates for all training stages encompassed in the BEP training process. More specifically, it is recommended that:

1. Efforts be made to determine not only why such a small number of females enter the BEP training program, but also, why such a small number of those that do, actually become licensed facility managers;
2. SLAs should **actively encourage** female facility managers to serve on their Elected Committee of Blind Vendors (as regular members, not just as alternates);
3. SLAs should actively recruit both male and female minorities to participate in the BEP;
4. SLAs should examine their rules on placement to determine if females are at a disadvantage and ensure that females are not disproportionately excluded from highway vending facilities.
5. SLAs should actively market the program to create new facilities, thus creating new job opportunities for newly licensed facility managers (e.g., the RRTC on Blindness and Low Vision at Mississippi State University has recently produced a marketing video tape and Marketing Information Kit which could aid in this process).
6. SLAs should consider implementing a policy of **requiring** VR counselors to physically visit BEP facilities during the counselor's initial training and

orientation and spend some time in those facilities during the initial agency orientation process.

7. SLAs should conduct recruiting programs at residential schools for the blind, public schools that have large enrollments of visually impaired students, and summer youth programs conducted by comprehensive rehabilitation centers for the blind in an effort to recruit more females into the program.

Future Directions

Future directions for research in this area could include activities such as conducting focus groups with successful female facility managers to identify factors associated with their success. More specifically, was their success related to training, administrative procedures, other facility managers (male or female), or individual characteristics? Did they have role models or persons that encouraged them to pursue additional training? Did they have a previous background in business or in the foodservice industry that impacted their success?

Another alternative would be to evaluate female facility managers who did not succeed once assigned to a facility, who were not assigned to a facility, or who dropped out at some stage in the training process. To what do they attribute their lack of success? What problems did they face and from where did they originate? At what stage in the training process did they drop out and why? When these issues are resolved, the field will have a better

understanding of why females are disproportionately under-represented in the Randolph-Sheppard Vending Facility Program.

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APPENDIX A

BEP DIRECTOR SURVEY

BEP DIRECTOR SURVEY

State of _____ Date

1. What was the total number of licensed blind vendors (facility managers) in your BEP program on September 30, 1994, as reported on your last RSA 15?

   _____

2. Number of males? _____

3. Number of females? _____

4. Please indicate the breakdown of those who managed the following types of facilities on September 30, 1994.

Males	Females
1. Snack Bar _____	1. Snack Bar _____
2. Cafeteria _____	2. Cafeteria _____
3. Vending Machine _____	3. Vending Machine _____
4. Highway Facility _____	4. Highway Facility _____
5. Other (e.g. Dry Stand, Gift Shop, etc.) _____	5. Other (e.g., Dry Stand, Gift Shop, etc.) _____

5. What was the national origin of each facility manager in your program on September 30, 1994?

Males	Females
White _____	White _____
Black _____	Black _____
Hispanic _____	Hispanic _____
Asian _____	Asian _____
American Indian _____	American Indian _____
Other (please specify) _____	Other (please specify) _____

6. How many of these were: *(Grand total should equal No. 1 above)*

   Totally Blind (no functional vision): _____

   Legally Blind (some usable vision): _____

7. How many of your licensed blind vendors/facility managers reported in Question 1 employed their spouse in their facility during 1994? _____

8. During federal fiscal year 1994 (October 1, 1993 - September 30, 1994) how many applicants were referred for BEP training?

   Males _____ Females _____

9. How many clients were accepted for BEP training during the 1994 federal fiscal year?

   Males _____ Females _____

10. How many clients completed BEP training during the 1994 federal fiscal year?

    Males _____ Females _____

11. Of those completing training during federal FY 1994, how many became licensed blind vendors (facility operators)?

    Males _____ Females _____

12. Of those who became licensed blind vendors/facility managers in FY 1994, how many were assigned to their first vending facility?

    Males _____ Females _____

13. a. Does your agency have a backlog of qualified referrals to the Business Enterprise program?

Yes _____ No _____

b. If yes, what are the primary reasons for the backlog?

_____

_____

_____

14. If you have licensed blind vendors (facility operators) awaiting placement, what are the reasons for the backlog?

_____

_____

_____

15. a. Do you have more facilities than licensed blind vendors/facility managers available to assign?

Yes _____ No _____

b. If yes, what are the reasons for this situation? _____

_____

16. While most SLAs receive referrals through the VR Counselor, how do you recruit new candidates for the BE program? (check all that apply)

1. Rehabilitation Teacher ____
2. VR Counselor _____
3. BEP Staff _____
4. Consumer Organization ____
5. Self-Referral _____
6. BEP Manager/Operator ____
7. Other (please specify) _____

17. Are new VR Counselors required to spend some time in a BEP facility during their initial orientation period?

Yes _____ No _____

b. Explain as needed:

_____

_____

_____

18. Please describe the current make-up (total number of members and alternates) of your Elected Committee of Blind Vendors.

Males _____ Females _____

19. Once female facility operators are licensed and actually enter a facility, how would you characterize their drop-out rate? *(Please circle the best response)*

1. 0 - 25%
2. 26% - 49%
3. 50% - 74%
4. 75% - 100%

How does this compare to your male operators?

_____

_____

20. Do your female facility operators have the same degree of lateral and/or upward mobility movement to other facilities compared to your male operators?

Yes _____ No _____

Please explain (i.e., Are there barriers to their mobility within the program?)

_____

_____

_____

_____

21. What do you see as the major barriers to recruiting more females into the Randolph-Sheppard Program? (please explain)

_____

_____

_____

_____

_____

_____

_____

_____

22. What recruitment strategies have you found to be most productive in recruiting females into your BE Program? (please explain)

23. In your opinion, what can SLAs do to recruit more applicants for the BE Program?

Completed by:

_____		_____
Name	Title	Telephone

Return to:
J. Elton Moore, Director
RRTC on Blindness and Low Vision
P.O. Drawer 6189
Mississippi State, MS 39762

APPENDIX B

ELECTED COMMITTEE SURVEY

ELECTED COMMITTEE SURVEY

_____ _____

State of Date

1. Male _____ Female _____
2. What type of facility do you manage?
   1. Snack Bar _____
   2. Cafeteria _____
   3. Vending Machine _____
   4. Highway Facility _____
   5. Other (e.g. Dry Stand, Gift Shop, etc.) _____
3. How long have you served as a licensed facility manager?

   _____ years
4. What was the major factor that lead to your participation in the Randolph-Sheppard Program?

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5. Who referred you to the BE Program?

   1. Rehabilitation Teacher _____
   2. VR Counselor _____
   3. BEP Staff _____
   4. Consumer Organization _____
   5. Self-Referral _____
   6. BEP Manager-Operator _____
   7. Other (Please specify) _____

6. Do you feel that the BEP Staff in your state are making maximum efforts to recruit women into the Randolph-Sheppard Program?

   a. _____ Yes _____ No

   Please explain.

   _____

   _____

   _____

   _____

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7. Do your female facility managers operators have the same degree of lateral and/or upward mobility movement to other facilities compared to your male operators?

   a. _____ Yes _____ No

   b. Please explain (i.e., are there barriers to their mobility within the program?).

_____

_____

_____

_____

8. What do you see as the major barriers to recruiting more females into the Randolph-Sheppard Program? (Please explain.)

_____

_____

_____

_____

9. What recruitment strategies have you found to be most productive in recruiting females into your BE Program? (Please explain.)

_____

_____

_____

_____

_____

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10. In your opinion, what can State Licensing Agencies do to recruit more applicants for the BE Program?

_____

_____

_____

_____

_____

Completed by:

_____

Return to:
J. Elton Moore, Director
RRTC on Blindness and Low Vision
P.O. Drawer 6189
Mississippi State, MS 39762

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APPENDIX C

BEP DIRECTOR SURVEY
COMMENTS TO QUESTIONS 13 THROUGH 23

13b. Does your agency have a backlog of qualified referrals to the Business Enterprise program?

If yes, what are the primary reasons for the backlog?

- Limited to 5 per class plus 2 classes/year (2)
- Stand closed; Licensees graduated in prior years
- Waiting for next BEP training class (2)
- A small backlog created in order to have pool of qualified candidates to draw from
- Delays in entering training have been due to health and personal problems, i.e., eye surgery, ill health of spouse, etc.
- Workload demands and inadequate staff positions
- Currently, three licensed vendors are not in facilities. Two resigned facilities for financial reason; the other, a woman, was asked to leave by the building management. Five facilities are currently running as seconds and emergences; these licensees have received notification of availability and have chosen not to "bid" on a location or did not interview well with the building management.

14. If you have licensed blind vendors (facility operators) awaiting placement, what are the reasons for the backlog?

- Lack of locations (2)
- Only those who graduated with the last class are awaiting placement with one exception.
- Size of location available and/or area that location is in
- No financially feasible locations
- They don't want to move to areas where facilities are available. They want to stay in home city. (3)
- 1) Geographic requirements of client; 2) other specific requirements specified by vendors. i.e. income, type of location; 3) timing of location openings
- A recent increase in trainees entering the program
- Currently there is one licensed manager who is waiting for placement. Waiting for vending facility in his home town.
- Newly trained vendors work temporary assignments until awarded first facility. A small number of trained/experienced vendors wait until the income potential exceeds their Social Security Benefits.
- The only backlog occurs with Level I licensees (sub-contracted vending only). We have not developed these locations as quickly as we've trained managers.
- Waiting for new stands or retirements
- Want only certain types of facilities

15b. Do you have more facilities than licensed blind vendors/facility managers available to assign?

If yes, what are the reasons for this situation?

- Lack of qualified referrals (5)
- We currently have a waiting list for VR services, thus new people coming into the system is very slow.
- Low income facilities
- 1) Number of vendors have retired; and 2) twelve new vending facilities in the last four years
- There is a temporary shortage of blind vendors to be placed.
- Two facilities - small town locations
- Licensed managers live in other cities besides the location of facility
- They do not eagerly pursue placement in facilities with income of $25,000 and below.
- We have a shortage of well qualified consumers being referred to BEP. We have a lot of unexpected turnover ... deaths, resignations, retirements, etc.
- Lack of trainees; geographical location of facility (2)
- We were unable to recruit enough cafeteria managers in early 1994. This has been remedied with one recent graduate and three more scheduled to complete training by July 1995.
- Lack of qualified full-range food service operators
- Opening of new facilities and operators learning the program
- We have received very few referrals. Many of the referrals we see coming to the agency have multiple problems, including fragile health and emotional or personality disorders. Many of these clients need extensive work before they are ready to begin training to run a business.
- The reputation of the program on a national and statewide level is low. According to VR counselors, building managers, and blind persons not in the program, "the program has outlived it's usefulness ... we don't want you in our building; the stands are dim, tired and dirty; the vendors are surly and sullen with a you-owe-it-to-me attitude; they sell the same thing the same way for years on end. Often, the product they sell is poor and the service is terrible". Most are simply not competitive with similar commercial foodservice operations. Nor do they think they need to be. This is a mistake in my opinion. A foodservice program should not have this kind of reputation after 40-50 years of exposure and practice. If Randolph-Sheppard vendors have been doing an outstanding job, why so much resistance? It may be time to come into the 90s. When attending the SLA/BEP conference in Washington, DC, Spring 1994, I was surprised to find the identical problems in other state BE Programs. I was also amazed that for the 3 days I was there, no one mentioned food, service, or

anything that pertained to the foodservice industry. The room was full of people whose job it is to provide foodservice (snack/cafeteria/vending) opportunities and training and the people who run those foodservices on a daily basis. The conversation centered around what the vendors were owed from the government; for example, they were angry about state and federal agencies fighting so hard to keep Randolph-Sheppard Vendors out of their facilities. But no one ever asked why. Why don't these people want us? (Even after serving the agency for many years in some cases.) What can we do to make ourselves more desirable as food contractors etc.? What does the customer want and how can we provide it? Does every thing need to be settled by litigation? How about a little responsiveness to customer desires and service?

17b. Are new VR Counselors required to spend some time in a BEP facility during their initial orientation period?

Explain as needed:

- No - Two have tried and enjoyed the experience, but there is no policy.
- No - All agency employees are oriented to each division of the Agency. An overview of BEP is given but no on-site time is required. (2)
- No - Good counseling procedure would require involvement to insure success.
- No - The vending program makes a presentation at new counselor training seminar.
- No - There is no "formal" orientation program.
- No - VR counselors receive orientation to BEP through the Nominee, training coordinators, and SLA representative. They are encouraged to spend time at a BEP facility, but not required. Counselors also tour the training facility as part of orientation.
- No - VR Counselors do not; KBEP Counselor/Business Coordinators do.
- No - VR Counselors have large caseloads of VI and other clients and don't take time for this process.
- No - Now VR counselors are encouraged to spend several days with a BE Counselor, which may mean they are in a variety of facilities and settings.
- No - It is up to the discretion of the Regional Director. We have suggested that this become a new counselor training requirement.
- No - However, all VR Counselors are exposed to the BE program during new staff orientation and training -- there is no set time spent in a BEP facility. (2)
- Yes - One half-day orientation with BEP Field Supervisor; visit cafeteria, vending, and dry facility
- No - They meet with BEP staff and are familiarized with the program. They are encouraged to visit BEP facilities.
- No - However, BEP staff is holding seminars for VR counselors to educate them about BEP, so there will be more of an emphasis on BEP and what BEP staff is looking for in candidates for the training program.
- No - They're required to spend a bit of time with a BEP supervisor.
- We currently invite the counselors to our training facility for lunch. I personally buy. Small investment on a big return. They are not required to come, they want to come. Simple human nature ... add an additional "requirement" to my busy schedule and I will resist. Invite me to lunch and a quick tour, I'm there with bells on.

19b. Once female facility operators are licensed and actually enter a facility, how would you characterize their drop-out rate?

How does this compare to your male operators?

- About the same (11)
- About the same. Unless terminated for cause, retirement or illness, the majority of all vendors do not leave. (2)
- Male dropout rate is higher, due to earlier make-up of BEP and the aging of these vendors (4)
- Can't say because of the short time I've been here
- Better than male operator percentage
- Much lower (2)
- Similar (2)
- No difference
- More female operators drop out than male operators
- Low, but this is relative to number of women to men in the program.

20. Do your female facility operators have the same degree of lateral and/or upward mobility movement to other facilities compared to your male operators?

Please explain (i.e., Are there barriers to their mobility within the program?)

- Yes - Seniority is the primary factor, plus a valid license.
- Yes - Upward mobility movement is and could be based on ability not sex.
- Yes - The Vending Program's largest cafeteria was operated by a female.
- Yes - Promotion is based upon seniority only.
- Yes - Females are evaluated exactly the same way for upward mobility as males.
- Yes - Upward mobility is primarily based on program seniority. This applies to males and females.
- Yes - Promotions and moves are based on seniority as the main criteria.
- Yes - No different than anyone else
- Yes - Female vendors may have more restrictive persona barriers. (i.e. husband's job, children, geographic location of facility).
- No - Networking the "Old boy system". The women of the ECM are alternates and do not participate in promotion panels. The attitude is that men can do a better job than women. Men "need" to support their families, etc. Some of the women BEP managers feel that men are threatened by them and that they will do a better job than the men. The women also feel that if they were on the ECM, that the men would make decisions without them.
- Yes - None that I'm aware of. We just aren't able to recruit enough females.
- Yes - Upward mobility movement is based on performance, i.e. net profit and set-aside return. Absolutely no distinction is made between genders.

21. What do you see as the major barriers to recruiting more females into the Randolph-Sheppard Program? (please explain)

- None (5)
- None. Of course there could be some bias somewhere
- VR Counselors need to stress vending as a valid career
- I don't see any specific barriers.
- Vending is often hard, difficult work with some steady lifting requirements in some locations. These activities have traditionally been viewed as male tracks but, due to societal change, females are found in every vocation. This change also applies to BEP. There are no barriers to success in BEP if females in the caseload can be convinced of the programs worth and are referred.
- Barriers observed are personal - child care, transportation, and responsibilities in the home.
- Females are trained to do professional and clerical type of work.
- Some of the problems are the long hours a vendor has to spend in the vending facility; child care problems and the perception that "business" is male oriented. (2)
- The biggest barrier I have witnessed is the perception by the female client looking at the BEP as an opportunity not opened to them because they don't have the capabilities. This perception, I have found, is not perpetuated by the rehabilitation agency but by family members and friends.
- I do not see any barriers to females entering the BEP with the possible exception of women who are in their child-bearing years - having dependents as single parents. This situation had discouraged a few otherwise qualified candidates from choosing BE due to being away from children in the home through training requirements and also the fear of relocation.
- None - Only need the desire to be a RS Vendor
- Willingness to relocate or to attend training classes in Indianapolis away from family for 6 months
- Image of working in foodservice must be improved and career potentials examined. For females, operating a small business may deter individuals since their are few role models in small business management and/or food service.
- 1) Perception of females towards self-employment; 2) female perception of "Working with Hands" i.e. vending machines; and 3) VR Counselors "Steering" females away from self-employment.
- Viewed as a male oriented employment opportunity - Similar to society in general.
- Small locations - security
- It is harder for females to picture themselves in this type of business it

seems, especially with all the advances in technology.

- I don't see any barriers to recruiting more females into the BEP.
- Women need more role models. We should get into the school systems, i.e. junior high/high school and introduce students to successful women BEP managers. VRC's should spend time with women BEP managers as part of initial training. Women must be on the ECM and show active leadership in the program.
- Child care and geographical location of facility
- I see no problems in this area.
- I really hadn't focused on this issue until I saw the disparity in numbers. I'm not aware of any barriers to recruiting females into the program; we just have to make a more concentrated effort to do so.
- I do not believe we have any barriers in recruiting females in our program.
- The barriers are the same for women as for men; lack of qualified blind business women and men is a narrow segment in our society.
- Women with families do not want to devote the time needed to operate business.
- Not an issue in our program
- VR Counselors need to re-examine their process for referring. They need to promote the BEP program as an employment opportunity as worthwhile as any other placement.
- Well, take a look at who runs the program. How many women are in SLA leadership positions? If you want to encourage women to enter the program, let them see women in leadership roles, as mentors, and as competent counterparts. In my BEP Managers list dated March 1994, there are nine women. Nine out of fifty. Take a look at the faces in national leadership roles.
- Some old-timers believe this is a "boys club", in many cases they are sexist, and in some cases racist. Even more interesting is their aversion to blind people; they don't want to hire them! I see this type of behavior less in the younger vendors, but they have a long way to go. Another barrier is the vendor's adversarial relationship with the SLAs, as if the SLA is some evil monster they must destroy. And even more interesting is the way the vendors treat each other; they are as unpleasant to each other as they are to the agency. Not a pretty picture, if you wanted to introduce someone to their future peer group.

22. What recruitment strategies have you found to be most productive in recruiting females into your BE Program? (please explain)

- None (6)
- No formal strategy. We take whatever we get; screen; interview; train; and license
- Recruitment practices are mainly through V.R. Referrals.
- Since almost all referrals originate at the counselor level, it is important to meet with staff periodically to review program requirements and scope activities. Females operators are just as capable as male and this vocational alternative must be offered to both male and female caseload constituencies.
- Same strategies as with male.
- We do not have any recruitment strategies that are aimed at any particular segment of the blind population. (2)
- To inform the client about successful females in the BEP and have the client call if necessary. Encourage and support the client to enter the BEP despite the potential negative reaction by family and friends.
- Exposure to BE while undergoing evaluation at the Rehabilitation Center. Encouraging females to work as relief help if possible or as facility help. Suggest visually impaired spouse and former spouses of licensed vendors to consider Randolph-Sheppard. Emphasis on the benefits, i.e retirement, and health insurance coverage that accompany this program.
- The Department for the Blind - Client Counselors actually conduct most of the screening and referral to the screening and referral to the BEP Training Program.
- Don't have any - we explain program to interested VR referrals
- 1) Discussions with VR counselor of the BE Program; 2) Development and distribution of a recruitment brochure; and 3) Having female clients or potential female licenses meet current licensed female managers.
- 1) Emphasizing role of women in BEP; and 2) Assigning female mentors to female trainees.
- Our recruitment has been for qualified refunds, irrespective of sex.
- Talk to consumer groups
- Probably using present female operators to meet with prospective clients (female)
- Income potential and the ability to move up quickly based on skills and management performance.
- We have not done any specific recruiting for women.
- Opportunity to become independent women
- We have not used any specific strategies. It appears from experience over the past twenty years we have always enjoyed active participation and inclusion of women in our program.

- We have not developed strategies specifically for recruiting females. Currently BEP staff meets quarterly with VR counselors and their clients who have expressed an interest in the program. The program is explained; a video is shown which describes our program and showcases some of the facilities, and questions are answered. We also make PR visits to our district offices and discuss the program with VR staff. We make a limited number of presentations in the community, especially to Lions Clubs.
- I'm not sure we need to have 50% balance. We do offer equal opportunity, but it does seem to be more males who apply. Of our newest four members, two have been female.
- Education of VR counselors. We do not distinguish between men and women. We merely are looking for qualified referrals to train to become BEP facility operators. The strong majority of the time we do not have all of our facilities filled with blind operators.
- Treat females the same, however we do not have a strategy other than find the best person
- There is no strategy in place to specifically emphasize the recruitment of females into our BEP.
- We have not developed strategies; we are generally desperate for referrals and will often take whatever is offered (at least to evaluate).
- We are not concentrating on recruiting women. We need competent, trainable people who are blind. If it's a woman -- great. If it's a man- great. I believe that people who are blind look for the same things in a career as I do: opportunity; a chance to prove what we can do; meaningful work that we enjoy, maybe even love; the ability to advance and grow in a chosen field; development of a passion for doing something well and recognition for that achievement; adequate financial compensation so that life outside of work is secure and enjoyable. Both men and women who work want these things.
- There are so many pressing issues in this program; a lot have to do with attitude - both from vendors and SLAs. I would like to see work beginning to change the attitudes that hold this program back. We need to make better and smarter choices about how we do business and how we treat each other and our customers. We need to do pay more attention to what's happening in the foodservice industry than to lawyers. I am tired of seeing child care, work equality, etc. as "women issues". These are everyone's issues.
- I would rather see an effort to move the program (vendors and SLAs) to be a major player in the foodservice/hospitality industry. I would like to see the program adopt 90's versions of customer service and food trends. I would like to see our vendors become fair, equitable employers. I would like to see the SLA act like food service/hospitality executives. If we don't, I believe we will disappear like the dinosaurs, and never be missed.

23. In your opinion, what can SLAs do to recruit more applicants for the BE Program?

- If VR Counselors would use BEP as a career opportunity, more clients would enter program (2)
- More communication between VR Counselor and BEP staff would help. (2)
- Haven't gotten that far
- Have any referral to rehab with the ability (basic) to work a week in a stand. Too many feel vending is a last resort, or an unworthy trade, but do not know the facts.
- Promote program awareness. Reach out to various groups such as school-to-work persons in under-represented populations.
- VR Counselors need to promote the program in a more positive sense. No longer is it a dumping ground, but a very professional lucrative employment opportunity. A direct funding source would enhance the opportunity by allowing for upgrading, facilities, professional training, etc.
- Educate females to BEP before they start training in other areas.
- We need to do a better job of marketing the program to the Rehabilitation counselors, the facilities that serve the blind and especially the potential vendors. In some cases we will have to fight the image of the small vending facility that existed in the County Courthouse, etc. We need to get the true picture out, one of vendors earning a good living. Hopefully, the video being produced by your groups will aid in this endeavor. (2)
- Make recruitment a priority in the Program. Don't wait for counselors to recommend client. Go to the client with the message. Constantly training VR Counselors of the benefits of the BEP. Develop brochures to hand out at various conferences and job fairs.
- Manage it like a business. Recruit like a business. Close locations that don't have good nets.
- In general, SLAs need to look hard at what the program provides in addition to simply employment. SLAs need to develop and enhance fringe benefits. SLAs should expand training and legitimize it to a bona-fide trade. Emphasis must be made upon the managerial aspects of the programs. Committees of blind vendors must accept a measure of responsibility for the management of the program as well by working with the SLA management in the drafting of regulations that hold licensed accountable for their businesses and develop standards and consequences for success or failure.
- Have sufficient referrals at this time
- We get enough applicants through the VR referral process now and don't need to do any additional recruiting at this time.
- 1) Communicate regularly with VR Counselors and bring counselors into the BE Program process; 2) Dispel many of the myths about careers in

foodservice; 3) Establish systems in which a licensed manager of the RS Program could obtain a small business loan and start a private business; and 4) Expand the BE Program beyond foodservice.

- 1) Continued and relevant training to VR & RT's; 2) Personal contact with VR District Offices; 3) Inclusion of BEP into statewide training sessions; and 4) Encourage mentorships - establish relationships between successful operators and public school systems, vocational technical schools and state school for the blind.
- Have attractive high income opportunities. Variety of opportunities.
- Training on earnings.
- More BEP Counselor involvement
- Have professionally produced marketing brochures. Send and/or provide information about the Business Enterprises Program to all agency consumers. Actively recruit on college campuses, make contact with College of Business Dean. Go to schools for the blind and plant the BEP "seed" to young people. Have professional training program with certification program. Get the ECM involved in recruiting efforts and on-going responsibility.
- Marketing and better communication with VR Counselors
- With current resources and the sovereign nature of each state program the SLA in my opinion are doing a good job in recruitment of applicants. Likewise in my opinion these factors impede the ability of SLA's to upgrade and compete in its field.
- We can present the program in a very positive way to VR counselors. We offer greater income, better benefits and more job stability than most of our "competitors." For those persons interested in careers in food service or retail sales, it should be an attractive option. Our rate of unemployment is very low compared to the 70% rate in this country for persons with disabilities.
- We seem to have no problem, but we do not have a vast number of opportunities.
- 1) Better education of VR counselors and their supervisors; 2) Better education of the public about BEP. This is a large, untapped resource of referrals; and 3) Develop a marketing strategy and program for recruitment.
- Obtain more locations in general
- 1) Have quality and classy facilities; 2) screen for classy, quality operators to run them; 3) expect BEP to run as a business with true professionals as managers and to elevate those who work with the blind, thinking to find this caliber individual; and 4) To develop locations with earning potentials that would attract a true entrepreneurial thinking person that is blind.
- Need to be able to promote the vending program to clients who have the ability and potential to operate vending facilities when they initially come

in for service by the agency.

- Work closer with the VR Program to promote the virtues of the program and to help change the mind set of VR Counselors when considering referrals.
- Better marketing - making counselors more aware of program.
- Find qualified business people that want to work.

APPENDIX D

ELECTED COMMITTEE SURVEY
COMMENTS TO QUESTIONS 4 AND 6 THROUGH 10

4. **What was the major factor that led to your participation in the Randolph-Sheppard Program?**

I liked the idea of self-employment and working for myself.

I've been blind since birth; a Randolph-Sheppard vendor talked to me about the program and sold me on the program, particularly the opportunity to be self-employed.

[The] program is not widely publicized; there was a job opportunity.

I majored in Food-Nutrition in college and wanted to work in a related field.

My counselor wanted me to go to college; at the time, I wasn't interested [because] the Randolph-Sheppard training program involved 3½ months of training and my previous employer offered me a facility where I had been working as a sighted person.

I retired from the job after 30 years and it gave me an opportunity to supplement my income.

[A] referral from a low vision counselor. I was looking for a job in the private sector, but I found people were very hesitant to hire people with visual disabilities.

The opportunity to make more money. I was a VR counselor and the BEP vendors made money, so I decided to make a career change.

I had an interest in business and VR mentioned BEP as a possible direction.

I wanted to be self-employed and BEP operators made good money.

The opportunity to own my own business.

How many members and alternates are on your Elected Committee?

Of those states responding, the mean (average) number of members was 4.2 members on the Elected Committee. Most of the states indicated that they did not have alternates. In terms of the number of women who were on the Elected Committees, a total of eight indicated that they had one female member on the committee while none of the states reported that they had any female alternates.

6. **Do you feel that the BEP Staff in your state are making maximum efforts to recruit women into the Randolph-Sheppard Program?**

   Please explain.

   There are not many women in the program. Nobody knows about the program; there are only three women in the whole program.

   There are only two females in the entire program statewide; VR doesn't encourage women to consider the program.

   She goes after everybody that might be interested in the program.

   They're trying to recruit anybody who's interested.

   They're not making an effort to recruit anyone!

   No, because of lack of advertisements or letting people know about the program.

   We have women in the program, and any qualified woman is offered an opportunity to join the program.

   We all recruit people into the program. Women are given an equal chance to get into the program and advance in the program.

   We've got a good mix of vendors in the state with probably half being female.

   They're having a hard time recruiting anybody; pay levels have gone down.

   We have a shortage of vendors in the program and they're recruiting anyone who's interested.

7. **Do your female facility managers operators have the same degree of lateral and/or upward mobility movement to other facilities compared to your male operators? Please explain (i.e., Are there barriers to their mobility within the program?)**

All three women in the program are divorced. Women tend to make very good vendors because they are natural hostesses and are more attentive to cleanliness.

I can't think of any.

Having children may impact their willingness to move (pulling kids out of school is tough).

No, they have the chance to move up just like the male managers.

They have the same opportunities that men do.

There are no barriers to their mobility; sex is not an issue; ability is the primary concern.

I don't know of any barriers.

There are no barriers per se, but the males tend to get the best facilities.

Whenever females have competed for locations, they're generally not selected; a panel does the actual selecting and they traditionally don't promote the women.

8. **What do you see as the major barriers to recruiting more females into the Randolph-Sheppard Program? (Please explain.)**

Lack of information; R-S does not get the proper respect from VR; they don't look at us as professionals -- older stigmas still exist; people are referred if they can't go anywhere else!

The VR counselors don't tell people (male or female) about the program.

Having children - women tend to stay home with the children.

It requires a lot of hours in the beginning, and, if you are a mother or have a family, its quite difficult.

Their husbands or boyfriends may be the main breadwinner for the household while the lady may adopt a more passive role.

I see no barriers to recruiting more women into the Randolph-Sheppard program.

Many are single parents with children; it's hard for them to get the training they need in order to get into the program.

Lack of female referrals to the program.

Family structure and marital status can contribute to a reluctance to relocate.

The BEP program has a negative image in this state from the VR counselors point of view. VR counselors don't see BEP as a positive placement; we have a high failure rate because people don't have prior food experience and adequate training.

9. **What recruitment strategies have you found to be most productive in recruiting females into your BE Program? (Please explain.)**

We need to market the Randolph-Sheppard program to young blind people to get them enrolled in the program at an early age.

Word of mouth recruitment is the best approach in selling the program to women.

We are looking for ways to recruit more people (male and female) into the program.

Talking to blind people about the program one-on-one.

Word of mouth recruitment efforts; talking to potential trainees one-on-one and selling the program.

There's no reason why women can't enter the Randolph-Sheppard program.

We ask VR counselors to give you leads on possible clients who might be interested in Randolph-Sheppard; we call other states to see if they have people who might like to relocate to Idaho.

I couldn't respond to that.

I recruited one female - one-on-one communication.

10. In your opinion, what can State Licensing Agencies do to recruit more applicants for the BE Program?

They (VR operators) need to be more visible to the public as it relates to the R-S program. They need to do a better job of informing their clients about the R-S program.

Agencies have to decide what they want out of the program; they can't recruit if they can't offer competitive salaries; they need to work on creating new and bigger facilities.

Market the program.

The program needs more exposure; the counselors don't tell you about potential strategies about the R-S program; develop pamphlets about the program for M.D. offices, low vision clients, SA offices.

Counselors need to discuss with every client possible employment alternatives.

Advertise or put articles in the paper about the program; market the program to employers and to the blind people themselves.

The SLAs need to make the public aware that this program exists; SLAs need to market the program. We need to increase the public awareness of this program.

They could do more advertising and marketing the program.

The vendors themselves need to do more in recruiting applicants.

VR counselors need to help the program.

The state needs to promote and advertise the program in a positive light (e.g. lucrative salaries, hours of operators are good).

APPENDIX E

NUMBER AND PERCENTAGE OF FEMALE FACILITY MANAGERS BY STATE

NUMBER AND PERCENTAGE OF FEMALE FACILITY MANAGERS BY STATE AND REGION*

State/	*Total Number*	*Number of Females*	*Percentage Of Females*
Region I	*120*	*27*	*22.5%*
Connecticut	29	9	31.0%
Maine	16	6	37.5%
Massachusetts	48	8	16.7%
Rhode Island	21	2	9.5%
Vermont	6	2	33.3%
*Region II***	*77*	*14*	*18.2%*
New Jersey	77	14	18.2%
Region III	*276*	*66*	*23.9%*
Delaware	8	1	12.5%
Maryland	69	19	26.1%
Pennsylvania	92	20	21.8%
Virginia	75	18	24.0%
West Virginia	32	9	28.1%

State/	*Total Number*	*Number of Females*	*Percentage Of Females*
Region IV	*472*	*120*	*25.4%*
Alabama	144	30	20.8%
Georgia	134	43	32.1%
Kentucky	76	12	15.8%
Mississippi	35	7	20.0%
North Carolina	83	28	33.7%
Region V	*596*	*148*	*24.8%*
Illinois	116	21	18.1%
Indiana	58	15	25.9%
Michigan	114	33	29.0%
Minnesota	79	19	24.1%
Ohio	193	51	26.4%
Wisconsin	36	9	25.0%
Region VI	*289*	*72*	*24.9%*
Arkansas	49	9	18.4%
New Mexico	25	9	36.0%
Oklahoma	95	31	32.6%
Texas	120	23	19.2%

State/	*Total Number*	*Number of Females*	*Percentage Of Females*
Region VII	*125*	*23*	*18.4%*
Iowa	33	5	15.2%
Kansas	15	6	40.0%
Missouri	58	10	17.2%
Nebraska	19	2	10.5%
Region VIII	*66*	*25*	*37.9%*
Colorado	38	15	39.5%
North Dakota	2	0	00.0%
South Dakota	9	4	44.4%
Utah	17	6	35.3%
Region IX	*226*	*43*	*19.0%*
California	170	28	16.5%
Hawaii	35	13	37.1%
Nevada	21	2	9.5%
Region X	*63*	*14*	*22.2%*
Alaska	4	1	25.0%
Idaho	24	10	41.7%
Washington	35	3	8.6%

*States that do not appear on this list did not respond to the *BEP Director Survey*.

**Only one of two states in Region II responded.

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